

PRINTERS' INK

Registered U. S. Patent Office
A JOURNAL FOR ADVERTISERS
185 Madison Avenue, New York City

VOL. CXLIII, No. 4 NEW YORK, APRIL 26, 1928

10c A COPY

B. A. I. S. 1924 with N. W. Ayer & Son

This advertising was written in a laboratory

TO BE effective, advertising must be believable, and when believed the merchandise must carry out the promises the advertising has made. Therefore, the making of an advertisement starts in the laboratory, the factory, the foundry, where the motives that actuate the manufacturer take substantial form.

When Eternit, Inc., Philadelphia, discovered a method by which clear, brilliant *and absolutely fast colors* can be given to asbestos shingles, they made roofing history.

When they originated the Eternit Horizontal Method, they brought into existence roofs with the much-wanted artistic staggered lines and deep shadow effects—at little cost.

In accomplishing these two outstanding things, Eternit automatically prepared powerful selling copy. Ours has been the comparatively simpler task of presenting the colorfast, stylish, fire-proof, age-proof facts of Eternit Asbestos Shingles in a convincingly believable way.

N. W. AYER & SON

ADVERTISING HEADQUARTERS, PHILADELPHIA

NEW YORK

BOSTON

CHICAGO

SAN FRANCISCO





HERE is art, but not for Art's sake. You saw this picture, you stopped, and now you read . . . Such illustrations, new, smart, and exactly expressive of "La Loie Silvel" durable Transparent Velvet, are among the *interrupting* features of the advertising prepared for The Shelton Looms by the Federal Advertising Agency, Inc., 6 East 39th St., New York.

PRINTERS' INK

Registered U. S. Patent Office

Issued weekly. Subscription \$3.00 per year. Printers' Ink Publishing Co., Inc., Publishers, 185 Madison Avenue, New York, N. Y. Entered as second-class matter June 29, 1893, at the post office at New York, N. Y., under the Act of March 3, 1879.

VOL. CXLIII

NEW YORK, APRIL 26, 1928

No. 4

Management's Need for Executives

How Shall Modern Industry Answer the Young Man's Question
"What Is the Chance for Getting Ahead?"

By F. A. Ketcham

Executive Vice-President, Graybar Electric Company, Inc.

THERE is a longing in the heart of almost every man to be in business for himself. In the days of the relatively small, one-man business it was simpler for the average man to gratify that longing.

We still have small businesses in which the owner may mark a young man and say to him, "Stick with me and learn the business. If you make good the business is yours when I step out." But we have also, in ever-increasing number and importance, the highly functionalized large organization where executives are numbered by the hundreds. In such a complex business, the opportunity to "keep an eye on" a few men is lacking. Executives and young men of executive potentialities must be classified. Plans and incentives must be worked out for each group. Individual treatment is difficult in a large organization where there are several thousand employees.

That is why I do not believe any one incentive plan such as ours can be applied to all business, small, medium and large, and that is why I prefer to outline the essentials rather than go into details which would have to be adapted to the particular needs of a business.

In our large organization we do recognize the desire of a man to be in business for himself as an

important factor for success. Our plan which I shall outline is our effort to satisfy this desire and to give to the men who want to stick and learn the ownership viewpoint, the opportunity to invest their time and effort so that a definite road of advancement is open.

The general incentives which a large corporation can offer its people seem to me to be included in the four following general groups:

1. The promise of continuous employment so long as services are satisfactory. Few men care to invest any portion of their life with a concern whose economic position seems unsound and whose future appears uncertain.
2. A clearly defined avenue of advancement. This demand, is expressed in the query we hear so often, "What are the chances of getting ahead?"
3. The opportunity for self-expression. No man wants to be a cog in a machine.
4. An opportunity to share in the company's financial successes, somewhat in proportion as the individual contributes toward these successes.

I believe the importance of the first two incentives is generally recognized and the solutions are apparent and are being worked out by management.

Their application is general to all classes of employees but when we come to a consideration of the so-called executive class then incentives three or four, self-expression and profit-sharing, come very much to the fore.

I am not going to attempt any estimate of the comparative value of these two incentives which to me seem interrelated and interdependent.

Take our case. We are national distributors and have expanded as our sales efforts and advertising have increased the demand for our products and as rapidly as our own personnel has permitted. Men who can think for themselves and who will take responsibility are the keynote of expansion and growth. We can get capital to rent buildings, put in stocks of goods and advertise them, but unless we have men at the top and coming along who use judgment the business will necessarily be a failure.

It has long been our policy to train our own men for the jobs ahead. Today, most of the men in responsible positions have come up from within the organization. We are constantly adding younger men to the organization who seem to have in them both the desire and the ability to move up and take more responsibility as they learn their jobs.

Quite naturally these men want to know what incentives we offer to our executives, for we try to keep open a path for them to the better positions through training. Of our present 2,000 employees, there are now some 800 who are entitled to share in some sort of extra compensation under our plans, which have been a gradual process of evolution. We have several different plans, one an extra compensation plan for salesmen in the field, and others for executives both in the branch offices and at headquarters.

It is a general principle with us that all those individuals who have it in their power to affect the earnings of the organization should be compensated in addition to their regular salary and that this extra compensation should be proportionate to that element of the busi-

ness over which they exercise control.

Our sales force is an example. Each salesman is in direct charge of his own territory and thus can be compensated more directly than anyone else. With the others in the branch houses and in the home office departments, as I shall show, ours is rather a "gang" plan, but the salesman's compensation is direct. A salesman's value is in his sales cost in proportion to the gross profits on the items he sells, not merely in proportion to his volume.

Once a year we have a revision of salaries. Then, in addition to salary, our salesmen receive a share of the gross profit, beyond their drawing accounts.

DETERMINING COMPENSATION

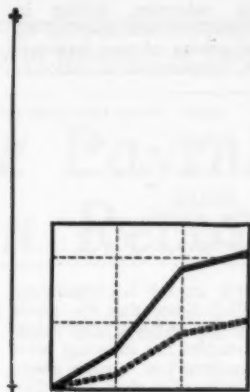
We consider that it is the salesman's primary function to sell, so we do not hold him accountable for slow turnover, high rents, clerical errors or any of the elements over which he has no control. His cost of getting business in the way of entertainment is, however, counted. We don't allow a salesman to attempt to "buy" business by entertainment. The salesmen's extra compensation is illustrated by the following examples.

Our extra compensation to salesmen is not based on volume alone. We try to remember that a profit at the end of the year is the goal to strive for, that artistic successes don't count. We try also to impress that fact on our salesmen and reward them in proportion to the profits they produce. Thus, under our plan, it is entirely possible for some salesman with a smaller volume to earn more than another whose volume may be higher, but whose profit rate is lower.

One salesman, for example, selling to large users only at a gross profit rate of 10 per cent would be compensated as follows:

Sales	Profit Rate	Gross Profit	Rate	Compensation Factor	Gross Credit
\$600,000	10 per cent	\$60,000		9 per cent	\$5,400
Less drawing account.....					4,000
Extra Compensation					\$1,400

Is your PLAN of distribution GEARED to fit conditions of today?



During the 20 year period—1900 to 1920—the number of commercial travelers increased *twice* as fast as the number of retail outlets. Complicating this greater sales pressure upon dealers is an extraordinary growth in the number of products which retail stores must carry. Such tendencies clearly indicate higher sales costs.

The manufacturer's problem becomes all the more acute as the complexity of our present-day retail structure is taken into account. It is well-nigh impossible to secure distribution on a scale commensurate with the aims of modern business unless advertising and personal selling are allied in the effort. Neither one is adequate in itself.

It is especially important that those who would employ advertising have no delusions as to its powers. Advertising performs few miracles. It will make people ask for your product but not guarantee that they receive it. Unless the retail situation is met with a simultaneous campaign of aggressive, intelligently-planned selling, your advertising effort will be severely thwarted.

THE H. K. McCANN COMPANY

Advertising

(NEW YORK
CHICAGO
CLEVELAND
SAN FRANCISCO
LOS ANGELES
SEATTLE
DENVER
MONTREAL
TORONTO

Another salesman, selling in smaller quantities and opening up a certain amount of new business, would be compensated as follows:

sales and warehousing organization, all of its accounting and similar functions being performed by the main house to which it re-

	Sales	Profit Rate	Gross Profit	Rate	Compensation Factor	Gross Credit
Old business	\$300,000	15 per cent	\$45,000		9 per cent	\$4,050
New business	50,000	15 per cent	7,500		22½ per cent	1,687
Total	\$350,000					\$5,737
Less drawing account.....						4,000
Extra compensation						\$1,737

A glance at the accompanying tables will indicate that the much higher credit allowed for new business enables the salesman with smaller volume to secure more extra compensation than the other salesman who exceeded his volume but at a lower profit rate and with no new business.

One of the most interesting factors in our salesman's extra compensation is that the results are published monthly. These reports go to the salesman out on the job so that he knows each month how much business he did, and how much the gross profit on that business was. Thus at any time he can figure his own extra compensation.

Our distributing organization consists of nineteen main houses, each having under its supervision from one to eight branches. The main, or distributing house, is practically a complete operating unit, having full responsibility for its own volume of sales, the gross profit on its sales, its investments in merchandise, cash, and receivables, its credits and collections, and its operating expenses, all of which means that its management has full control over all the elements that go to determine the house's net profit and the per cent of return on its investment.

In the main house we have four organization units: Administration, sales, service and financial. The manager, sales manager, service manager and credit manager in charge of these departments are the active heads of the business and constitute what we call our house committee.

The branch house is simply a

ports. Today, we have forty-seven such branch offices.

As you might imagine, there is a wide variation in the volume of business done at these various locations. Among the main houses the range is from \$1,000,000 to \$15,000,000 sales per year, and at the branches from \$200,000 to \$2,000,000. One of our great problems has been to operate our main and branch houses on a basis flexible enough to fit these widely varying volumes and still maintain a uniformity of method that will enable us to compare the efficiency of the \$1,000,000 house with the one having sales amounting to \$15,000,000. Over a period of years we have found certain relationships between income and expense—operating ratios we might term them—by which we can gauge the effectiveness of our various houses, not only as to general accomplishment but in a very detailed way. These yardsticks serve not only as a means of judging the effectiveness of the distributing house management, but they also furnish a basis for our types of extra compensation.

Our organization throughout is as autonomous as is possible, each having almost full responsibility as to the developments of its sales possibilities and the control of its investments and expenditures. Central control is manifested only in a co-operative way or when results, rather than method, indicate a weakness in the local administration. Within the distributing house the same type of organization exists. The executives in charge of the various phases of the work, as sales, service, and

MILWAUKEE—First City in Diversity of Industry!

Milwaukee Payrolls Biggest On Record!

DURING the first four months of 1928, factories here—source of buying power of 80% of all Greater Milwaukee families—have employed the greatest number of workers at the largest payrolls yet recorded for any similar period by the government employment office established in 1921.

The number employed in April—highest for any previous month—is 104.9% of the normal 1923 average.

Sell your product in this prosperous market through The Journal alone—read by more than four out of every five Greater Milwaukee families!

THE MILWAUKEE JOURNAL

W FIRST BY MERIT W

WISCONSIN—First State in Value of Dairy Products!

financial, are held responsible for results in their departments, and are made to feel that they are active, directing heads, rather than chief-clerks set up to see that certain iron-clad rules are observed. With the junior executives much the same freedom of action is stimulated though, of course, certain fundamental operations, such as accounting, must be carried on in a uniform way at all locations.

In the office, individuals who are responsible for this phase of the business form an office committee. To this group belong such people as the branch managers, sales correspondents, promotional men, accountants, warehouse foremen, etc. A standard or bogey is set for them, this bogey being a ratio between gross profit—or income—and the items of expense which they control.

The percentage of saving effected is doubled. If, for instance, they save 5 per cent of the total expense, we give them 10 per cent of their salary.

One situation which arose in our extra compensation plans was this:

In the office were two major groups, sales and service. The office sales group consisted of quotation men, sales engineers, promotional men and others, and the service group was composed of the heads of accounting, purchasing, service, claims, warehouse, etc. For a time, each group had its own compensation plan, the sales committee being concerned only with increasing sales and gross profits, and the service mainly with reducing expenses. The conflict that resulted is obvious. The sales group charged the service group with being penurious, even to the point of affecting relations with our customers, while the service people accused the salespeople of securing business without regard to the cost of handling. The solution was to put both groups on the same plan and to make their compensation dependent upon both elements, so that now the sales group is vitally interested in knowing what it costs

to secure and handle a piece of business, and the service group realizes it must maintain a high standard of service in order to make the selling job more effective.

The bogey mentioned above and on which the extra compensation is based varies for different branch houses in different parts of the country. It goes as high as 42 per cent in some places and as low as 32 per cent in others.

For example, in the Northwest, around Seattle, Tacoma, Portland, etc., our headquarters are at Seattle and our branch houses at Portland, Tacoma and Spokane. The Northwest is a very sparsely settled community. A salesman has to travel long distances to get business. The volume of business in these different branch houses and at Seattle is smaller in proportion than at houses in more densely populated territories. Volume has something to do with it and so we favor the outposts, the frontier, and try to make their task no more difficult of accomplishment than the houses that are in a more populated district.

Our plan of compensating branch managers or home managers or home office executives is never so inelastic that we cannot make allowances for local peculiarities or unforeseen circumstances.

For instance, the South is not a good territory for us for electric appliances on account of the cheapness of labor. A great many Southern people send their laundry out. We find our market for electric appliances, such as washing machines, is poorer in the South than in the North, West or East. We have to make allowances for such a situation.

To work out the proper balance between promotional expense and operating economies there came about at most of our houses the formation of little sub-committees; efficiency committees, we might call them. The efficiency committees at distributing houses usually are composed of from five to ten men representing the vari-

(Continued on page 160)

The Providence Journal

"Rhode Island's Guide to Vacation Land"

Gets Results For **Hotel, Resort and Travel Advertisers**

In 1927

The Providence Journal, Morning and Sunday, published 238,118 lines of Resort and Travel advertising. This is 117,621 lines more than the combined totals of the three evening and one other Sunday local newspapers for the same period, and 66.39% of all Resort and Travel advertising in Providence newspapers.

Providence Journal Company

Providence, R. I.

National Representatives

Chas. H. Eddy Company

Boston New York Chicago

R. J. Bidwell Company

San Francisco Los Angeles Seattle

How Disston Handles the Returned Goods Problem

Since Adopting Its New Returned Goods Policy This Company Has Had Less Trouble and Fewer Differences with Its Customers

By G. W. Eckhardt

Manager of Sales, Hardware Department, Henry Disston & Sons, Inc.

HOW can the problem of "goods returned for credit" be handled so that it will be satisfactory to our customers as well as fair to ourselves? Unquestionably, many manufacturers have asked themselves this question and tried out various policies before they finally adopted one which seemed best to fit their requirements.

Our old method of handling returned goods was never completely satisfactory to us and oftentimes caused considerable dissatisfaction and annoyance to our customers. Under the old plan, when customers asked permission to return goods for credit we requested that the goods be returned to us with all carriage charges prepaid. Upon arrival, the goods were inspected and if found perfect full credit for the value of the merchandise was given. This was invariably costly to us, for while the goods themselves may have been in perfect condition, the process of careful inspection made it necessary to use new wrappers and containers before we could return the goods to our stock.

In instances where the finish of the goods was impaired, and some labor had to be expended in order to restore the goods to salable condition, it was our custom to charge actual cost for this work and deduct this amount from the value of the credit. At other times we would have goods returned to us so badly shelf-worn that it was impossible to restore them to first-class, salable condition. Also, we occasionally would have returned to us goods which had been stored where moisture could get at them and so rust the highly polished surface of the tools that it was not possible to do anything with them.

When we advised our customers

that we could not allow credit for certain of the returned items because of reasons noted in the previous paragraph, they frequently felt that we were arbitrary in our attitude, or believed that we were taking advantage of the situation. On rare occasions we would be asked to accept the return of goods which had been in our customer's stock so long that the goods were out of date. These manifestly were of no value to us, because of the fact that the shape, or the finish, or the package had been changed or improved, and we could not resell them as standard products.

These objections and differences entailed considerable correspondence, and even though the customer finally accepted our basis of settlement, we knew that he often felt that he had not been treated fairly, in spite of our efforts to handle the subject as conscientiously as possible.

After considerable study of the subject, we adopted the following policy about two years ago:

No goods may be returned to us for credit without first receiving permission from the factory.

If goods are obsolete patterns, no credit will be given.

If goods are rusty, no credit will be given.

If the finish of the goods is impaired, but can be refinished and restored to salable condition, actual cost of labor will be charged to the customer.

All transportation charges to be paid by the customer.

Finally, a handling charge of 10 per cent is made on all goods returned for credit. This charge to cover cost of inspection, new wrappers, boxes, etc.

The conditions under which we will accept the return of goods for credit are always carefully stated to the customer before authorization for their return is given. The members of our sales organization

To C. B. Donovan

of Chas. W. Hoyt, Inc.

In a recent issue of Editor & Publisher you defined the ideal newspaper from the space buyer's point of view. Your characterization was as follows:

"The ideal newspaper is one bought without inducements of any kind, except confidence created by the newspaper because of truthful news, accuracy, timeliness, progressiveness, etc., as well as the political complexion of the paper if it happens to represent the dominant party in that city. The distribution of the circulation is an important factor as applied to the type of product to be advertised. The quality of the circulation of any given newspaper is an important factor."

It is a definition that aptly applies to The Detroit News, a newspaper that has maintained so thorough a home coverage in its field that despite a phenomenal growth of population such as has never before been known in any other large city of America, it now reaches four out of every five Detroit homes taking any English newspaper—all this without the aid of inducements of any type except that of the quality of the newspaper itself. Public confidence in its news columns and in the sincerity of its policies has won and continues to win for The News its home circulation among each succeeding accretion of population. Therein lies its strength as an advertising medium.



The Detroit News

The HOME newspaper

Member of 100,000 Group of American Newspapers

New York Office

Chicago Office

I. A. KLEIN, 50 E. 42d St.

J. E. LUTZ, 6 N. Michigan

are fully acquainted with our policy and able to explain it in detail to our customers. They themselves are not permitted to authorize the return of goods to the factory, but must submit details to the office. This is done to eliminate misunderstanding or contention that the salesman made certain exceptions with reference to our policy.

Since this new policy has been effective, we have less trouble and differences with our customers on this subject, for the reason that they fully understand our policy before goods are returned. We believe, also, that this method has a tendency to lessen the amount of goods returned for credit, because the customer now more carefully inspects the goods he wishes to return and does not attempt to send us goods for which full credit will not be allowed. The handling charge also makes him consider the advisability of disposing of the goods through his own sales organization. Perhaps the most valuable feature of the operation of our policy is the stimulation of interest in our line as a result of this incentive to turn slow-moving stock into popular, steady turnover items. This has caused dealers to consult our salesmen for new ideas or a repetition of selling points on the articles in question. The benefits of this phase are obvious.

F. R. Levings, Partner, G. Logan Payne Company

Frederick R. Levings, for many years with the Hearst publications and recently Western manager of the *New York American*, *Chicago Herald* and *Examiner* and the *Milwaukee Sentinel*, has become a partner of the G. Logan Payne Company, publishers' representative. He will hold the position of vice-president and will be associated with George H. Payne at New York.

Harold Steffens, formerly with Erwin, Wasey & Company, advertising agency, and more recently with the Standard Farm Papers, Inc., Chicago, has joined the Chicago staff of the G. Logan Payne Company.

Appoints Cupit & Birch

Chain Store Age, New York, has appointed Cupit & Birch, publishers' representatives, as Pacific Coast advertising representative for all the editions of that publication.

J. R. Quirk Buys "Smart Set" and "McClure's"

James R. Quirk, owner and publisher of *Photoplay* and *Opportunity*, has purchased *Smart Set* and *McClure's* from William Randolph Hearst. Miss Kathryn Dougherty, secretary, treasurer and business manager of the first two magazines, also will become secretary of *Smart Set* and *McClure's*. The staff of each magazine will remain unchanged.

Mr. Quirk, it is stated, plans to edit *Smart Set* with an appeal directly to young women, and *McClure's* to show a new side to success, the idea being to disclose outstanding Americans as essentially human beings, not paragons.

Advanced by Scott Paper Company

William S. Campbell, advertising manager of the Scott Paper Company, Chester, Pa., Scott Tissue paper products, has been made manager of sales promotion.

William F. Mohan, manager of retail sales, has been appointed sales manager. William W. Tomlinson, who has been divisional sales manager, has been made advertising manager to succeed Mr. Campbell.

Howard Baldwin to Be Transferred by "The New Yorker"

Howard Baldwin, Western advertising manager of *The New Yorker*, will be transferred about May 1 from the Chicago to the New York office. He will take charge of fashion merchandise advertising.

Thurlow Brewer, recently with *Liberty*, at Chicago, will become Western advertising manager.

E. T. R. Murfey Advanced by New York "Evening Journal"

E. T. R. Murfey, for many years with the Western office of the *New York Evening Journal*, has been appointed Western manager of national advertising, in charge of sales and personnel. F. E. Crawford has been made general Western representative. He has been Western representative.

Repetti Candy Account to M. P. Gould Agency

Repetti, Inc., Long Island City, N. Y., confectionery manufacturer, has appointed the M. P. Gould Company, Inc., New York advertising agency, to direct its advertising account.

Appoints Frank Seaman

Manning, Maxwell & Moore, Inc., New York, has appointed Frank Seaman, Inc., New York advertising agency, to direct the advertising of Scurlock differential gears.



The advertising of **Oh Henry!**

Candy Made the Home-Made Way

—apparently frivolous, light, humorous—and unique. This campaign is doing an able and convincing job in proving that quality candy (of the sterling, home-made sort) can be found in a five or ten cent packet, as readily as in a dollar box:

**OUR
RECIPE
FOR THIS
CAMPAIGN**

One well defined copy theme—not new —“home-made.”

One illustration featuring the gable end of house—to visualize “home-made.”

Copy quite familiar and home-folksy—no superlatives.

Recipe for making OH HENRY!—to take the folks into our confidence.

The JOHN H. **DUNHAM** Company
ADVERTISING

TRIBUNE TOWER • CHICAGO

85 WORDS

That
Chicago

THE STORY IN FIGURES

*(Total display lineage in
Chicago newspapers for
the first quarter of 1928)*

	Lineage	Gain	Loss
The DAILY NEWS..	4,251,972	236,671
The Daily Tribune..	3,487,040	165,653
The Sunday Tribune.	2,013,904	235,552
The American	3,037,785	154,208
The Post	1,306,482	48,016
Sunday Herald- Examiner	1,304,457	100,312
Daily Herald- Examiner	1,257,576	14,582
The Journal	976,920	33,524

THE CHICAGO

Chicago's Home

ADVERTISING
REPRESENTATIVES:

NEW YORK
J. B. Woodward
110 E. 42nd St.

CHICAGO
Woodward & Kelly
300 N. Michigan Ave.

MEMBER OF THE 100,000

Tell the Story of Newspaper Media

ADVERTISING leadership in so highly competitive a field as Chicago is established only on proof of merit—maintained only by dint of consistent results.

For years The Daily News has led the Chicago daily newspaper field in volume of display advertising.

During the first quarter of 1928 The Daily News carried 764,932 more agate lines of display advertising than any other Chicago daily newspaper; it gained 71,018 more lines of display advertising than any other Chicago newspaper, daily or Sunday, or daily and Sunday combined.

DAILY NEWS

Newspaper

DETROIT
Woodward & Kelly
408 Fine Arts Bldg.

SAN FRANCISCO
C. Geo. Krogness
253 1st Nat'l Bank Bldg.

GROUP OF AMERICAN CITIES



Oklahoma City—

*a market of
three-quarter
million
people*

O KLAHOMA CITY

is the golden heart of a great trade territory larger than many eastern states—a territory that stretches from sixty-five miles in one direction to one hundred and thirty miles in another. There are no

other towns of similar size within one hundred miles of Oklahoma City. It is the retail and wholesale center of this vast and wealthy area inhabited by more than 728,000 people.

Through the columns of the *Oklahoman* and *Times*, with a daily combined circulation of 157,390, and a Sunday circulation of 96,465, the prosperous Oklahoma City market can be covered thoroughly with advertising messages that will

bring results. One contract, one schedule, one set of plates—not often can a mar-

ket the size and importance of

the Oklahoma City Market

be reached and influenced

so effectively at a single

advertising cost.

The DAILY OKLAHOMAN OKLAHOMA CITY TIMES

*Thoroughly and alone
cover the Oklahoma
City Market*



**E. KATZ SPECIAL
ADVERTISING AGENCY**
New York · Chicago · Detroit
Kansas City · Atlanta
San Francisco

**The OKLAHOMA
PUBLISHING CO.**

also publishers of

The OKLAHOMA FARMER-STOCKMAN

Postum Plans to Reward Its Most Aggressive Distributors

New Extra Profit Plan Is Announced to the Trade by Which Those Postum Customers Who Contribute Most Effectively to the Progress of the Company Will Receive Extra Compensation

By Jesse Calvin

A NEW plan whereby direct customers of the Postum Company will be enabled to profit in proportion to their ability to contribute most effectively to the progress of the company has just been announced.

In an eight-page booklet, the details of the plan are presented to the company's customers. Supplementary literature and a letter to customers complete the announcement.

An announcement of this kind from a company of the size and importance of the Postum Company is certain to receive not only the careful consideration of Postum customers but also of its competitors, and of the great majority of manufacturers and producers of food and other products.

One of the outstanding problems of manufacturers today is that of getting for their products as complete distribution as possible which will, at the same time be obtainable upon an economical basis.

It is not enough that this distribution be simply economical in the obtaining. Manufacturers have long realized that unless the distributor is in position to make a profit, he cannot continue to be a distributor. The manufacturer is dependent upon good distributors, just as the distributor is dependent

upon manufacturers producing good and salable articles which may be handled at a profit.

For these reasons, it is to the best interests of the manufacturer to have distributors see a margin of profit in his lines. Realizing this, many manufacturers have, from time to time, tried out plans

Profit-sharing plans come and go like the summer winds. Few manufacturers have not tried some scheme for the compensation of those who are most active in behalf of their lines. Here is a plan as developed by the Postum Company which appears to have overcome most of the usual objections to the average extra profit plan.

This plan encourages brand building and good sales effort. It stimulates good business methods and it discourages price cutting of an indiscriminate nature.

This is much better than the practice of giving special concessions and secret bonuses. It is a healthy sign, this coming out in the open and placing all Postum direct customers on an identical basis.

having to do with governing the resale price of their products. Thus far, both the law and trade practices have gone hand in hand to defeat such plans, especially in the case of products which are distributed through a great number of distributing agencies and channels.

Some manufacturers have taken the stand that so long as price cutting among distributors simply gets their lines to the retailer and consumer for less money, the manufacturer might as well shut his eyes to the whole matter and figure that

he is getting his distribution done for him at a very low figure—so low, in fact, that it tends to block the road for any new manufacturer who might try to invade the market.

On the other hand, more far-seeing concerns have long realized that the future of the manufacturer depends upon distribution and that unless the active distributor is compensated, then sooner or

later he will go out of business.

It is with these facts in mind that the Postum Company has announced a plan whereby the direct customer is enabled to profit in proportion to his willingness and ability to provide growing distribution.

The Postum announcement continues as follows:

Since any increased profits must result chiefly from increased sales, we have decided to share the resulting benefits with those who do most to make them possible.

The advertising of the Postum Company, by interesting new consumers and increasing frequency of use by present consumers, is creating a constantly expanding consumer market. This advertising is carried on in the interest of all our customers. Not all, however, take equal advantage of the opportunity thus offered.

It is to encourage and reward those who are most aggressive in their efforts in behalf of our products that this extra profit plan has been developed.

Under the Postum policy all customers are on an equal basis of opportunity. This policy, briefly, is:

1. Guaranty of quality.
2. Guaranty of price—your floor stocks are protected against our price decline.
3. Guaranty of sale.
4. Guaranty of proper turnover of stock—based on your acceptance of the purchase plans presented by our sales representatives.
5. Guaranty of a single price basis to all our customers in the same freight zone.

With all customers placed upon an identical basis of opportunity by this policy, and with no financial risk to the customer who stocks our merchandise, the opportunity for any customer to benefit from our extra profit plan will be determined solely by the selling ability of his organization.

OUTLINE OF THE PLAN

Subject to the qualifying details explained in succeeding paragraphs, the plan is as follows:

If you were a customer on our direct list during the entire year 1927, and if your purchases from us during the entire calendar year 1928, in cases or units of grocery specialties, exceed your 1927 case or unit purchases by at least 10 per cent, you will receive from us after the close of 1928 an extra profit dividend on your total 1928 purchases in accordance with the following schedule:

If your total case or unit gain in 1928 is 10 per cent or more but less than 15 per cent, you will receive an extra profit dividend of 1 per cent of your total 1928 net dollar purchases after deducting 2 per cent cash discount, whether taken or not.

If your total case or unit gain in 1928 is 15 per cent or more but less than 20 per cent, you will receive an

extra profit dividend of 1½ per cent of your total 1928 net dollar purchases after deducting 2 per cent cash discount, whether taken or not.

If your total case or unit gain in 1928 is 20 per cent or more, you will receive an extra profit dividend of 2 per cent of your total 1928 net dollar purchases after deducting 2 per cent cash discount, whether taken or not.

Extra profit dividends will be paid as soon as possible after December 31, 1928.

Then the printed plan goes into a detailed explanation of just how this works out in individual instances.

It says: "If a customer operates branch offices or maintains stocks at several distributing centers, each branch or stock point will be considered as a separate unit in comparing 1928 with 1927 purchases."

This is evidently designed to cover the case of wholesalers who operate a string of houses in various cities. This paragraph puts each individual branch or warehouse on its own.

In the case of chain stores operating over a wide area, it means that the Postum Company will receive equally good sales support in every territory if extra profits are to be earned in every territory.

The case of firms that buy together is covered in the following paragraphs:

In the case of two or more customers who consolidated in 1927 or who may consolidate in 1928, the combined purchases both before and after consolidation will count in the yearly total.

Pooling of orders for the purpose of earning an extra profit dividend is a violation of the spirit of the plan and cannot be permitted. This ruling would apply to an order ostensibly from a single customer, if the merchandise was actually to be distributed among two or more customers. The ruling would not apply, of course, to legitimate orders for pool cars, each participant in which is billed by us individually.

The Postum Company has given careful consideration in this plan to a possible practice of over-buying at the end of the year for the purpose of earning an extra profit. It recognizes the dangers of over-stocking, realizing that in the long run this works out to the detriment of the interests of manufacturer, distributor, retailer and consumer. To quote from the plan:

Over-buying at any time is unsound.

Over-buying at the close of the year for the purpose of insuring participation in the extra profit plan is not only unsound in principle, but is a violation of the spirit of the plan, which is instituted to encourage effective distribution to the ultimate consumer. The desirability of the following rules, therefore, will be recognized:

a. So that all orders received may be shipped prior to December 31, 1928, final orders for merchandise to apply on 1928 volume must be placed not later than December 17, 1928.

b. Aggregate orders (for products whose purchases in 1927 and 1928 are to be compared) which are placed by a customer in November or in December, 1928, and which exceed his purchases in the same months of 1927 by more than 35 per cent, will not be included in the 1928 volume on which the percentage of extra profit dividend is based.

On page six of the printed plan there appears the following paragraph:

Large volume at little or no profit is not sound business; it benefits neither the distributor nor the manufacturer. Our extra profit plan is intended both to reward those who work effectively in behalf of our products, and to provide an extra profit which we want our customers to get and to keep.

Commenting on this point, Clarence Francis, general sales manager of the Postum Company, said: "For purely good business reasons, we want our distributors to make a profit in the handling of our lines. We are anxious to have them not only find our lines readily salable, but also paying lines to sell.

"It is true that rapidly moving products such as ours are often handled at a relatively small gross margin, but it does not follow that the margin should be unattractive. We have been taught that there is a great deal of difference in the quality of distributing facilities and the co-operation which we can expect from different distributors. On the one hand, we see houses with well selected, well coached, active salespeople. They do a good job both for themselves and for the manufacturers whose goods they distribute. Such concerns are not only a credit to the industry, but they are the very life of the distributing industry. They contribute largely to the economic success of the manufacturer. They

should be given an opportunity to profit in proportion to their ability to render a selling service.

"Manufacturers have learned that there is a great difference between the distributor who really sells merchandise and the one who merely fills such orders as come to him. It has become apparent, too, that the house which goes out and actively sells goods is not so inclined to offer cuts in price.

"All things in the trade combine to make it to the best interests of all to work in every way possible with the distributor who really goes out and distributes. It is to that end that we have worked out this plan of additional compensation for additional effort and the increase in business which should result."

Mr. Francis went on to explain that naturally a new plan of this kind would require some time to become really effective. He feels, however, that the advantages to the trade should be immediately apparent.

"Won't a plan of this kind contribute largely to price cutting on the part of distributors?" I asked Mr. Francis. "Isn't it true that in the past it has been generally the habit for distributors to turn around and pass on to their customers any additional profits or discounts allowed by the manufacturer?"

"We kept that point in mind in working out the details of this plan," Mr. Francis explained. "You will note that there are two things which safeguard against this. In the first place, the amount of extra profit earned depends upon the gross volume and the amount of the increase. On a per case basis it does not provide the distributor with an amount large enough to influence the price. Secondly, the distributor cannot really be sure that he is going to earn any given amount of dividend. We do not believe that the average distributor will anticipate his extra profits and give away something before he has received it.

"Another factor is working in favor of inducing the distributor to make his business profitable. That is, a real awakening on his

part in regard to the cost of doing business, the importance of a profit and the fact that indiscriminate price cutting is no solution to his problems.

"Price cutting is no longer the one and only weapon of the distributor. Distributors are realizing more and more the importance of rendering good service and they know that the right kind of service costs money.

"While I don't know of any way which has yet been devised whereby the manufacturer can underwrite a profit for the wholesaler or retailer, I do know that it is to the interests of manufacturers in general and our company in particular to have the handlers of our lines make a profit for the service they render.

"While we cannot insist that a man make a profit on our lines, we can do everything in our power to help the real distributor profit in proportion to the way he works with us to help show increases in the sales of our products.

"Like most manufacturers, we must look to the distributor to get our products to the consuming public. Through our advertising we can and do go to the general public and tell of the merits of the various products we have to sell. But this advertising is just about the only direct contact which it is practical for us to have with the consuming public. We are manufacturers. We must depend upon distributors to take our lines on the road to the consumer. Distributing is a business. It is more—it is a great industry. We recognize it for what it is. We are anxious to stimulate sound and progressive distributing methods.

"We believe in sound, progressive salesmanship. If this move on our part will help to bring to the attention of other manufacturers and distributors the real service which good salesmanship can and does render, that will be another step forward. Good salesmanship is not expensive. Good salesmanship justifies itself because it works out to the best interests of producers, distributors and consumers. Good sales work costs money. It is worth money.

But that money must be found within the bounds of the gross profit which the distributor secures.

"It should be recognized by all that this plan is purely a voluntary one—a customer either chooses to participate or not to participate. There are no penalties for those not participating—they are on the same basis as formerly. But for those who do join with us and are successful, an extra profit will be the reward.

"We hope and expect because of evidence already in our possession that the plan will be successful. If not, the worst that may happen will be that we will not renew the plan next year in which case those who have been successful will have been reimbursed for their effort. For the plan to be successful in future years, it must again be made reasonable and satisfactory to our customers.

"We trust that in inaugurating this experiment we may have made a move which will prove to be in the right direction and result to the best interests of all concerned."

Lancaster "Intelligencer" and "News-Journal" Merged

The Lancaster Pa., *Intelligencer*, an evening paper, and the Lancaster *News-Journal*, a morning paper, have been merged as the *Intelligencer-News-Journal* and will be published as a morning newspaper. These papers are owned by J. F. and J. H. Steinman, who recently bought the Lancaster *New Era*, an evening paper, from Paul Block.

New Account for Frank Presbrey Company

The Steel Equipment Corporation, Avenel, N. J., manufacturer of "Security" steel filing cabinets, desks and office equipment, has appointed the Frank Presbrey Company, New York advertising agency, to direct its advertising account. Newspapers and business papers will be used.

C. D. McKim Joins Federal Motor Truck

C. D. McKim, recently with the Hercules Corporation, Canton, Ohio, has been made advertising manager of the Federal Motor Truck Company, Detroit. He was formerly sales manager of the Continental Motors Corporation, Detroit.

The Second



Herald and Examiner 435,074
Boston Post 404,661
New York Times . . 392,800
Herald-Tribune . . 302,598
Philadelphia Inquirer 291,727
New York World . . 335,880
Kansas City Times . 242,559
St. Louis Globe-Dem. 262,712

A. B. C., Sept. 30, 1927

**LARGEST
★ MORNING
NEWSPAPER
CIRCULATION**
in America

★ Standard Size Newspapers

**THE CHICAGO
HERALD and EXAMINER**

National Advertising Manager—J. T. McGIVERAN

EUCLID M. COVINGTON
285 Madison Avenue, New York

T. C. HOFFMEYER
625-6 Hearst Bldg., San Francisco



TOBACCO

*Purchased in the United States
last year amounted to*

\$1,245,235,000

Of This Volume

New York Purchased

\$92,578,000

THE NEW YORK
EVENING JOURNAL
LED ALL NEW YORK
DAILY NEWSPAPERS
IN TOBACCO
ADVERTISING FOR THE
YEAR OF 1927



Business is Good

in the

New York

Market

for

Advertisers

in the

NEW YORK JOURNAL

**CIRCULATION FOR SIX MONTHS ENDING
MARCH 31, 680,115 DAILY NET PAID**

*Greatest Circulation of any Evening Newspaper in America
and a QUALITY Circulation at THREE CENTS a Copy Daily
and FIVE CENTS a Copy Saturday*

913 Hearst Building
Chicago, Ill.

2 COLUMBUS CIRCLE
New York City

General Motors Building,
Detroit, Mich.

The Score at the End of the First Quarter—

**in display lineage
local and national
for the first three
months of 1928
compared to the
same period of
1927**

		LINES
Detroit Times	GAINED	260,470
Detroit News	Lost	218,400
Free Press	Lost	88,438

“The trend is to the Times”

Spilling the Cocoa Beans

Does It Matter If Competitors Know Your Plans?

By Thomas Russell

London (England) Correspondent of PRINTERS' INK

IT is a rare thing to find an advertiser, and rarer still any other kind of business man, with enough breadth of mind to be indifferent about having his plans known before they become public property by going into effect.

And yet, by the time they are in such shape as to be capable of leaking out at all, such plans are commonly too far advanced to be caught up. And if competitors have anything serious to gain by knowledge of what is coming, they will nearly always obtain this knowledge by hook or crook. Some years ago one of the biggest men in an important industry had a big advertising scheme in preparation. His nearest, and in practice his only, competitor lived not far from him. This competitor's executives got word of something in the wind and employed every device, straight or crooked, that they could think of to find out what to expect. The thing went so far that the big boss, who was perfectly innocent of all this, was at last invoked. He said: "That's easy enough. I'll see So-and-So (naming the competitor) and ask him." This he did and received a full description of the intended advertising campaign. I may add (for I was engaged upon it) that the advertiser strictly excluded from the entire campaign any single word that could possibly have reflected upon the wares of his competitor.

But this kind of thing is less common than can be wished. A few months ago, the air was thick with rumors of enormous prize schemes to be launched in the laundry-soap business. The great-

Greatly reduced reproductions of some of the Newspaper and Magazine Advertisements.

THIS IS A PAGE FROM AN ANNOUNCEMENT SENT TO DEALERS CONTAINING COMPLETE INFORMATION ABOUT THE CAMPAIGN

est precautions were taken by all those concerned to protect their plans. Yet, without employing any kind of corrupt or dishonoring methods, I learned the name of each of the concerns which adopted this foolish plan, long before a single announcement had been made, and an appreciable quantity of details, too.

No business, I suppose, is more competitive than cocoa and confectionery. Both are advertised

on an enormous scale in Britain, and a new move on the part of any one house, whether in the design of goods or method of marketing, is quickly discovered by competing manufacturers. Yet the biggest and best known concern in the trade prefaced its spring and summer campaign this year by publishing, weeks in advance, for all to see, the full plan of operations.

Contrary to precedent and tradition in this old country, where secrecy is preserved, or at least sought, by fantastic precautions, this concern, the great Quaker house of Cadbury Brothers at Bournville in England, allowed its competitors to know all about its plans some time beforehand, printing a full description of the advertising campaign for spring and summer, with specimens of copy and lists of mediums. This was done as a part of merchandising operation. Once the scheme was issued to dealers, of course it could not be kept under cover from competitors, and Cadbury Brothers did not expect that it could be. They did not make any bones about the size of it either.

"Nothing of this magnitude has ever been attempted for this line," says one statement, in part. "The advertising campaign for Cadbury's Dairy Milk Chocolate described here is of particular interest, because it is an attempt to draw into the chocolate shops money which has so far been spent in other ways. It should thus benefit the Trade; and it can benefit us only through the Trade." There follows a statement that English full-cream milk goes into this chocolate, and a comparative statement of value in calories, relatively to eggs, beef and other foods: "Have you ever realized that . . . you are selling a valuable food as well as a sweetmeat? Co-operate with us in impressing this fact upon your customers."

This is going after dealer co-operation quite in the American spirit, and is noteworthy because no English advertiser expects such co-operation on anything like the scale to which you are accustomed. It is rarely that a retailer puts

himself behind any one proprietary brand in any trade, to the exclusion of others. The custom is to carry everything, and let the public choose. Advertisers' salesmen deal with this situation by doing what they can to get show-cards and display matter used, with the result that wastage on a large scale is a notorious abuse in all trades.

A REVELATION IN ENGLAND

Cadbury Brothers do not stop at the generalities just quoted in broadcasting their projected advertising. "Large spaces will be taken constantly throughout the year in leading newspapers and magazines," says a published statement, and there follow the names of the principal papers under contract and an intimation that the advertising "will be as large in October as it is in February." Next comes an analysis of the counties in which 14,000 posters will be shown—London 3,154, Lancashire 1,809, Yorkshire 1,148, Warwick 507 and so forth. It should be noted that in this country posters are displayed, as to 99 per cent of the whole, on mixed hoardings, solus boards being rare. In the stations controlled by the best contractors, every bill has a ten-inch border of neutral-toned paper, the cost being included in the charge, which is based on a twenty by thirty inch unit of the actual poster.

Having revealed the plans for their popular line, Cadbury Brothers are equally frank about what are called assortments (centered chocolates) at all prices. Specimen advertisements and a full list of the magazines and periodicals for which they are scheduled are printed without a blush—or a tremor. An interesting line of full-page copy for a cheap assortment has a headline, "The Good Husband," common to all the advertisements, and copy to the effect that:

The Good Husband shows his appreciation of his wife's cooking by always being ready on the spot at meal-times. And he knows another good way of telling her what a wonderful woman she is. He brings her, not just sometimes, but every Saturday, as regular as clock-

Powerful coverage throughout the Indianapolis Radius

THE INDIANAPOLIS NEWS gives advertisers the complete Indianapolis market—*all of it!* NEWS circulation is ideally balanced. Saturation-point coverage in Indianapolis plus powerful coverage, in the most desirable ratio, throughout the entire market area.



The INDIANAPOLIS NEWS
sells The Indianapolis Radius

DON BRIDGE, Advertising Manager

New York: DAN A. CARROLL
110 East 42nd St.

Chicago: J. E. LUTZ
The Tower Bldg.

NEWS CITY CIRCULATION IS OVER 93% HOME-DELIVERED

work, a box of Cadbury's Milk Tray Chocolates.

The interest of this campaign is in its frankness. Even incomplete plans are disclosed. Addressing the dealer, the manifesto says:

We allot an Advertising Van, in charge of an advertising representative, to certain areas. This Van calls periodically on customers to give them just the advertising material required. Such a service can, of course, only be developed gradually, and it will be some time before all towns can be covered. When customers run short of dummies or advertising material they should immediately get in touch with the traveler or the Firm.

Our advertising becomes your advertising when you show the display material prominently. All our poster, newspaper and magazine advertising seen by your customers becomes yours FREE when, and only when, you link up by showing the goods and the advertisements we supply, in your shop.

It would be easy for a competitor to jump in and get ahead of the Cadbury van, just as it would be easy for him to meet the advertising in the publications freely named. He could even so frame his copy as to answer Cadbury's claims, numerous specimen advertisements being published in advance, on a reduced scale. This does not seem to cause any apprehension.

If advertisers in general would use the same frankness, many unnecessary clashes both in advertising and merchandising could be avoided. Perhaps this good example may bring about so desirable a state of affairs. Without sacrificing any of the stimulus due to aggressive merchandising, we shall no doubt eventually cast out needless elements of competition. If eventually, why not now?

New Account for L. H.

Waldron Agency

The United States Electric Manufacturing Corporation, New York, electric flashlights, batteries, cigar lighters, etc., has appointed the New York office of the L. H. Waldron Advertising Agency to direct its advertising account. Business papers, newspapers and direct mail will be used.

R. W. Sparks, Space Buyer, Millis Agency

R. Webb Sparks, of the Millis Advertising Company, Indianapolis, has been appointed space buyer.

Ernest Eberhard Acquires Interest in "Chicago Lumberman"

Ernest Eberhard, vice-president of the *Lumber Manufacturer and Dealer*, St. Louis, has acquired an interest in the *Chicago Lumberman*. He will make his headquarters at Chicago. Mr. Eberhard had been promotion manager of the New York Advertising Club until November of last year when he joined the *Lumber Manufacturer and Dealer*.

"Chain Store Review" Appoints H. E. Martin

Harry E. Martin has been appointed associate editor and director of research of the *Chain Store Review*, New York, effective May 1. He is now editor of *Store Operation* and the *Variety Goods Magazine*, both of Cleveland, and formerly was publicity manager of the Guardian Trust Company, also of Cleveland.

M. G. Miller, Sales Manager, Collins & Inglis

M. Glen Miller, assistant advertising manager of the Celotex Company, Chicago, has been made sales manager of Collins & Inglis, Inc., photo-engraver of that city. He was formerly sales and advertising manager of The Simoniz Company, also of Chicago.

John Tritsch Joins Toledo Radio Station

John Tritsch, who formerly conducted his own advertising business at Columbus, Ohio, has joined radio station WSPD, Toledo, Ohio, where he will be in charge of advertising. At one time he was advertising manager of the Toledo *News-Bee*.

Doremus to Direct New England Newspaper Campaign

The New England Oil Refining Company, Boston, Mayflower gasoline, has appointed the Boston office of Doremus & Company, advertising agency, to direct its advertising account. New England newspapers will be used.

E. S. Hidden with Street & Finney

Edward S. Hidden has joined the Boston office of Street & Finney, Inc., advertising agency. He was at one time with the Charles W. Hoyt Company, Inc., New York advertising agency.

C. F. Massey Advanced by San Francisco "News"

Charles F. Massey has been made manager of promotion of the San Francisco *News*. He has been with the *News* since 1926.

Again A gain!



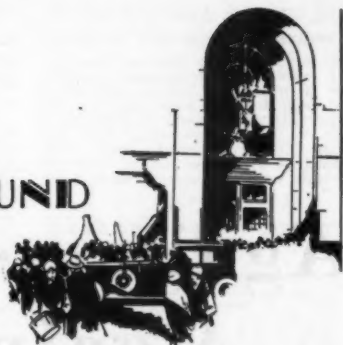
© 1928 THE CONDÉ NAST PUBL.

After gaining in February . . gaining in March . . gaining in April . . after publishing the largest May issue in its history . . Vanity Fair shows a gain . . again . . in advertising lineage for June. This, in



fact, is a double gain . It establishes also a substantial lead for the first six months of this year over the same period of 1927

---AROUND



P HILADELPHIA

**GREAT MANSIONS AND
MODEST HOMES READ
THE SAME NEWSPAPER**

PHILADELPHIA—a city of homes!
Fine dwellings in prosperous residential
sections. Row after row of modest homes.

And in the suburbs: Great estates; luxury;
tremendous buying power everywhere.

Homes,—all of them. With many traits in
common: Pride of possession. Love of home.
A keen sense of values, of the fitness of things.

Thirty-three years ago a newspaper man
sensed this unity of interests in Philadelphians
—great and small. Visioned a newspaper that

The Evening



*In the Rich Suburbs
in Lower Merion Township,
embracing Merion, Bala-
Cynwyd, Wynnewood, Ard-
more and other fine suburbs,
the census shows 23,866 popu-
lation or about 4,800 families.
In this rich township The
Bulletin sells 5,387 copies daily.
And in Philadelphia nearly
everybody reads The Bulletin.*

would appeal to all, because it would reflect their own sane standards of life.

In 1895 he applied his principles of newspaper making to The Evening Bulletin . . . a small daily with a few thousand readers.

Presented news accurately and thoroughly. Gave the facts without prejudice or coloring.

Sold The Bulletin on its merits alone — without premiums, prizes or circulation contests.

Today, after a third-century, more than half a million people read The Bulletin daily in this market of six hundred thousand homes.

Here is the type of circulation that the advertiser finds most productive — circulation built solidly, permanently down the avenue of years.

Bulletin

New York Office: 247 Park Avenue
Chicago Office: 333 N. Michigan Ave.
Detroit Office: 321 Lafayette Blvd.
San Francisco Office: 681 Market St.

City Hall Square

PHILADELPHIA

IN the April 12th Printers' Ink there was a thought provoking editorial about "volume chasing."



The idea applies with equal force to advertising. Many advertisers in selling a market have the idea that it's splendid to play the ball all over the "golf course"—down the fairway, in the rough and into the creek. But advertising ought to shoot for profits, not mere "exercise." It is so nice to hear that "our advertising is plastering the community," but it should be remembered that in the "plaster" there are many cracks, and

into the cracks go all the profits.



In Detroit to use a medium like The Free Press means profitable selling to the families who will deliver *profits*, not mere volume alone. Coverage of every other home in the area provided by The Free Press takes the waste and the water out of agate line salesmanship.



Too, the rate you pay for this coverage is consistent, wholly consistent.

The Detroit Free Press

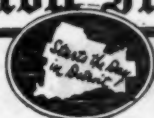
VERREE &

National

New York

Chicago

Detroit



CONKLIN, INC.

Representatives

San Francisco

How a Christmas Item Became a Summer Seller

Summer Sales of Diana Stuft Confections Have Doubled Each Year
Since Bunte Brothers Refused to Accept Slump as Unavoidable

YEAR after year for more than four decades the coming of summer meant sagging sales and dwindling profits to Bunte Brothers, Inc., Chicago, manufacturer of several hundred varieties of candy. In this respect, however, Bunte Brothers enjoyed no uncommon degree of distinction. Summer let-downs were chronic among candy manufacturers. Too often they still are thought to be part of the calendar.

It was about five years ago that Theodore W. Bunte, president of Bunte Brothers, began to wonder if advertising and merchandising had not developed to the point where they could moderate the worst effects of the summer sales slump. During the summer of 1924 he made a beginning, picking out a specialty in the Bunte line that seemed to be a logical summer item and advertising it. Each year since then the company has worked a little harder during June, July and August. The results should interest any advertiser with a summer selling riddle to solve.

Seasonal slumps, regardless of the time of year they occur, levy a heavy tax on business for reasons that are quite apparent to anyone. If sales fall off, profits almost invariably fall off more rapidly because overhead remains practically constant. There are fixed charges to be met whether plants are booming or at a standstill. There is added cost to figure if the sales organization has to

be carried along intact although producing little. Another expense makes itself felt when trained employees in the plant must be laid off. Unemployed, they drift away. Later on when business picks up it always takes too much time to regain momentum all along the line.

Manufacturers, eager to control

seasonal slumps, have hit on a number of expedients which seem to indicate that progress is being made, slow though it may be. Some of them have turned to manufacturing different kinds of merchandise when sales of their major products begin to dwindle. Sometimes it is possible for the manufacturer to produce goods for stock during the dull season. Occasionally it is possible to persuade jobbers and dealers to co-operate and place or-

Beyond doubt, the summer slump is, in many lines, due, not merely to a state of mind, but to certain trade conditions which inevitably put a brake on sales. However, that does not signify that in these industries there is nothing to do but sit by supinely and permit business to lag.

For example, the candy industry for many years looked upon the summer slump as inevitable. Perhaps it was and still is. Yet, here is Bunte Brothers, Inc., with proof positive that even in this field the slack may be taken up when plans are properly laid out in advance.

ders well in advance of the time the merchandise will be required. Special dating of invoices, longer discounts than usual and similar inducements help. Prize contests for salesmen, timely advertising and the offering of "deals" stressing assortments of merchandise have proved effective.

AN UNPREJUDICED INQUIRY

Bunte Brothers started in by making an unprejudiced inquiry as to whether candy sales could be stimulated profitably during the summer months. What did consumers think about buying candy then? Which kinds of candy suffered most? Did people keep on

buying certain kinds and stop buying others? Why? Were these reasons sound? If not, could they be overcome by consumer advertising and dealer education or other means? Was the assumption that candy would not sell in the summer based on fact? If not, could that assumption be disproved and candy sold at a cost that would leave a decent margin of profit?

"We did not make any very surprising discoveries in this investigation," reports F. W. Bunte, advertising director of the company. "People do not crave candy, at least the richer heat-producing kinds, in the summer. People do not like to handle candies in the warm weather, especially the varieties that are sticky and messy. All of this we had known for years. Nevertheless, we found the hunger for something sweet almost as much alive in the summer as at any time with enough people to constitute a good-sized market. Because of that, we saw a chance to swing the summer sales pendulum in the right direction by pushing some product that would appeal to the people who already bought as well as to those who automatically gave up buying candy.

"There are some 1,200 items in our line. As we studied these it seemed to us that what we called our Diana Stuft Confections might have summer possibilities. These are sugar shell candies with nut, fruit and marmalade centers. For fifteen or more years these had been a 'Christmas number,' although we had sold them in enormous volume all winter long. During the summer they had been worth about as much as a pair of skis in Georgia. I don't know whether or not anyone had ever tried to sell them then but I'm sure they had never gone very far. Nevertheless, the Diana Stuft line seemed to have possibilities. It is not rich, heavy candy. Packed in air-tight containers it is not sticky or disagreeable to handle. Those details are worth mentioning here because the first step in any campaign to level up the summer droop in the sales curve should be finding the right merchandise to

push. Increased advertising and more selling effort won't run up much of a score if the merchandise is obviously unsuited to the season's demands."

In planning the advertising H. C. Godfrey, sales manager of Bunte Brothers, hit on the expression "taste appeal" which the company amplified in words and illustrations. The color and sparkle of the candies were shown as faithfully as the artist and camera could reproduce them. The copy itself centered around the description "thin, crispy sugar shells, stuffed with luscious fruit jams, nuts and marmalade." It suggested the Diana Stuft candies for summer picnics, parties and motor trips, pointing out that they were packed to keep indefinitely. It told mothers that every pound had twenty-one varieties in it and promised them it would satisfy children's appetites without overloading them.

It would make a pretty success story to report that jobbers and retailers listened to the Bunte salesmen's convincing story and forthwith made June, July and August their biggest quarter of the year. Nothing like this happened. However, the sales force relented when the magazine and outdoor advertising program was shown and explained. The advertising looked attractive and even the skeptics had to admit it would help some.

Since they were held responsible for getting window and counter displays in stores it was necessary for them to buckle down to work and before long they found they were getting the results wanted. During the summer of 1924 Bunte sold about double the amount of Diana Stuft Confections ever sold before. That performance in itself was not so impressive as it sounds because the company had never moved any considerable volume of this line in the summer up to that time. However, it did establish some points that had been clouded in uncertainty.

In the first place, the salesmen learned that even though the

... and the added advantage of color

Unquestionably the newspaper is growing apace in importance and use as a national advertising medium. It has impressive size, instantaneous utility, and often tremendous and concentrated circulation in its favor. And as the value of these factors becomes more apparent to more national advertisers we see others joining Westinghouse, Ford, General Motors, Maxwell House Coffee and their ilk.

This despite the newspaper's usual limitation to one color. Now full color, as in the notable example of the American Home Journal, weekly magazine of the Chicago Evening American has swept away the one possible barrier between the national advertiser and the newspaper.

High as the newspaper has already gone through performance in national advertising, color will send it higher. Already the American Home Journal has grown amazingly in acceptance and use as a national advertising medium. It has earned the right to ask investigation of its worth.

American Home Journal
WEEKLY Magazine OF THE

CHICAGO EVENING AMERICAN

a good newspaper

National Advertising Executives

RODNEY E. BOONE

General Manager

National Advertising

9 E. 40th Street

New York City

H. A. KOEHLER

Manager

Chicago Office

929 Hearst Building

Chicago

W. M. NEWMAN

Manager

American Home Journal

1007 Hearst Building

Chicago

F. C. WHEELER

Manager

Automotive Advertising

901 Hearst Building

Chicago

L. C. BOONE

Manager

Detroit Office

Book Tower Building

Detroit

S. B. CHITTENDEN

Manager

Boston Office

3 Winthrop Square

Boston

CONGER & MOODY

Representatives

on Pacific Coast

927 Hearst Building

San Francisco

FRED H. DRUEHL

Manager

Rochester Office

136 St. Paul Street

Rochester, N. Y.

KENNETH J. NIXON

Manager

Atlanta Office

82 Marietta Street

Atlanta, Ga.

weather turns hot, people adjust themselves to it and go right on living. They may feel like playing oftener but in spite of that they don't stop consuming. They go away on vacations but nearly as many outsiders come to any town as leave it and there is little loss of buying power as a consequence. The salesmen learned too, that first summer, that advertising reached out and gave them a lift on their jobs, especially where they had put in displays for dealers. When they used it as an additional talking point it helped them get the good stiff price for their product that quality has to ask.

Without changing the advertising plan in any essential respects Diana Stuft sales during the summer of 1925 doubled those of 1924. That year sales carried over into the fall months so that the usual winter increase carried with it fewer production difficulties. Salesmen who had been slow the preceding year to get into action caught a glimpse by this time of results they could get. In 1926 Diana Stuft sales doubled those of 1925, as dealers, realizing that stocking the right kinds of candy in the summer was no longer an experiment, began to order in quantities. Again last summer sales doubled, making the volume in this one-time Christmas specialty eight times that of 1924 which was the first year any effort was made to fill in the hot weather depression.

"Miraculous as these results seem, there is in reality nothing spectacular about them," says Mr. Bunte. "They came about, first of all, because we picked out merchandise to push that seemed to possess overlooked possibilities of development. We could have thrown away money trying to sell certain items in our line which had no reasonable chance of making good as summer specialties. We could have shattered the morale of our sales force by insisting that the men put over something that did not have the seed of success in it. Instead, we asked them to back what we believed was a winner. To help make it a winner we advertised it on a sizable scale to

the consumer, the aim being dealer as well as consumer effect. We merchandised that advertising to the jobber and dealer, sold them on store display and on stocking a variety of sizes. The fact is that our men went out and sold much more than our own company and its product. They now sell jobbers and dealers on the idea that they can't make a mistake pushing the products of any manufacturer who advertises consistently on a national scale.

"In the field of candy there aren't many of these consistent national advertisers now. Those who are advertising are making quality merchandise and are building business for others in the industry who make quality. Since we don't expect to get all of any dealer's business we are glad to see him handling well-advertised lines in addition to ours. The kind of competition to be feared most is that of the manufacturer who wouldn't dare to open his plant to the public and who cannot advertise because his merchandise has no repeat possibilities. Usually he sells on price alone.

"Filling in the summer sales hollows is not a task to be approached on the basis of hunch or guesswork. At best there is some gamble attached to it, but after all there are few absolutely sure things in any business undertaking. But any manufacturer can find out without extravagance whether his product is inherently right for summer selling and plan accordingly. The point worth stressing here is that for some fifteen years we made a product and unthinkingly concluded it was Christmas candy. We went through a summer slump each year because we thought it was unavoidable.

"Now we know that if the product is right, advertising will work just as hard for it in the summer as at any other time of year. We know, too, that once you have the mental hazard concerning the necessity for a summer slump licked, salesmen and dealers are just as anxious to make money in July as in December."



SURVEY REPRINTS

REPRINTS of the first two
WORLD inserts covering
the Survey of Greater New York,
made by the Bureau of Business
Research of New York University,
are now ready for distribution
and will be sent on request.

If you have not preserved the
various publications carrying
these inserts, the form in which
they are now available makes it
easy to file them for reference.

Address Advertising Department

The  **World**

63 PARK ROW, NEW YORK



An Estimate of **Private** *for 20 classes*

Based on a study of the buying habits of 630 families. Published in a book entitled "New FAMILY Market." Write for it; no obligation.

MERCHANDISERS of grocery products particularly, will find this data invaluable.

Here are figures on the comparative demand for unbranded goods, private brands, and nationally advertised brands; each brand is named.

Product classifications covered include:

Coffee

Tea

*Baking
Powder*

Flour

Toilet Soap

Shortening

Laundry Soap

*Household
Cleansers*

Cereal

Also compiled are comparative popularity figures for such luxury products as:

Automobiles

Electric Irons

Brand *Competition* of products

*Washing
Machines*

*Vacuum
Cleaners*

Radios

Phonographs

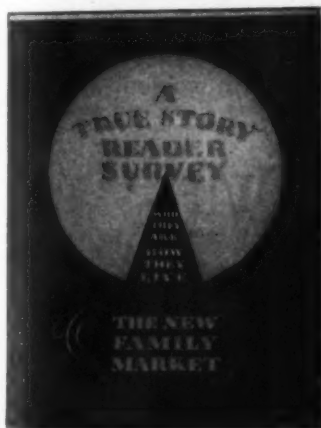
Some very remarkable data

has been revealed. For instance, these 630 families name 200 competing brands of coffee, 217 brands of flour, 50 brands of shortening, 54 brands of laundry soap, 53 brands of washing machines, 61 brands of electric irons.

Here is an encyclopedia of information on all phases of your retail sales competition. Compiled in a handsome, readable 54 page book, entitled "The New FAMILY Market."

Interested executives are invited to write for it on their letterheads, without obligation.

Address True Story, 1930 Broadway, New York City.





POULTRY ADVERTISING lineage in *THE FARMER'S WIFE* increased 71% the first five months in 1928 over the corresponding period in 1927.

Practically all farm women raise poultry, many of them obtaining good incomes from their well-kept flocks. Better housing and tested feeds for farm flocks are resulting in higher profits for readers of *THE FARMER'S WIFE*.

This is the only magazine in America published exclusively for farm women.

THE FARMER'S WIFE

The Magazine for Farm Women

Webb Publishing Company, Publishers
St. Paul, Minn.

Western Representatives

Standard Farm Papers, Inc.
307 North Michigan Ave.
Chicago, Illinois

Eastern Representatives

Wallace C. Richardson, Inc.
250 Park Avenue
New York City

Member Audit Bureau of Circulations

Drug Companies' Good-Will

Intangible Assets Valued Highly in Market

SECURITIES of drug companies vary much in market prices from book values indicated by tangible assets. In this class fall also stocks of perfume companies whose earning power is based much on the same intangible assets.

Lambert, Lehn & Fink, Coty, Household Products and others in the group annually make large expenditures for advertising. When these companies "plow back" earnings, it does not go into plants and property, for of eight companies considered, only one has plant carried at more than \$1,000,000, although annual earnings of all but one company are more than that amount. Plowing back earnings consists largely of increasing good-will and value of trade-marks through advertising.

Household Products, for instance, showed earnings last year of 101 per cent of book value, but when good-will, carried at \$18,100,000, was added, the return was brought down to 14 per cent. American Home Products, which carries good-will at \$12,133,870, earned \$1,966,270 last year. On book value of \$3,748,810 this is a return of 52 per cent, but when good-will is added the return is reduced to 12 per cent.

While this asset requires a yearly "maintenance" appropriation for upkeep or setting aside of a portion of income for further development of good-will, it has an advantage over assets tied up in plants and property account in that it is not taxable.

Book value of Lambert Company stock, behind which are 437,875

of the 678,000 shares of Lambert Pharmacal Co., is \$2,034,394, yet market appraisal of these shares is \$53,843,750, so the value of "Listerine" as an income producer is rated at roughly \$51,000,000. Coty has book value of \$7,018,738 and the 309,300 shares of 145 represent \$44,848,500, so that investors value trade-marks and good-will at about \$37,000,000. Household Products, whose chief product is "Castoria," has book value of \$2,948,389, and market values of securities is \$37,375,000, so it is worth roughly \$34,000,000 to Household to have "children cry for it."

For not one of the five companies which place other than a nominal valuation on good-will does the market place a lower valuation on that item than the company's figure. American Home Products values good-will at \$12,133,870, and the market valuation of that item is approximately \$31,000,000; Forhans' balance sheet places good-will at \$2,000,000, against market estimate of \$3,124,384; Household Products market valuation of good-will at roughly \$34,000,000 is almost double the \$18,100,000 balance-sheet item; Lehn & Fink's market valuation of good-will of over \$12,000,000 compares with the company's figure of \$7,653,171; Vivaudou's balance-sheet valuation of good-will of \$5,927,052 compares with market figure of \$7,571,369.

Since market price of these securities is based on earning power, it is apparent that good-will valuations are not too high for the earnings they produce.

Company:	Property account	Good-will	Market value of stocks	Earned in 1927
Am. Home Prods....	\$ 874,311	\$12,133,870	\$34,710,000	\$1,966,270
Coty	377,236	1	44,848,500	3,341,189
Forhan Co.	87,893	2,000,000	4,050,000	752,931
Household Prod.	495,112	18,100,000	37,375,000	3,001,260
Lambert Co.	2,394,434	1	53,843,750	2,997,979
Lehn & Fink.....	1,276,135	7,653,171	14,435,000	1,277,142
Vick Chem.	357,541	1	26,400,000	62,499,567
Vivaudou	82,906	5,927,052	7,876,440	61,324,730

(b) Year ended June 30, 1927. account and good-will of Lambert which itself does not manufacture.

(c) Year ended Dec. 31, 1926. Pharmacal Co.; other figures for Lambert Co.,

How Much Does a General Sales Convention Cost?

A Group of Figures Obtained from a Number of Prominent Manufacturers

Editor of PRINTERS' INK:

For several months we have been thinking over the advisability of holding a general sales convention. We have never held a meeting of the kind and one of the questions we have not been able to answer so far with any degree of accuracy is the probable cost of such a gathering. Of course we have made certain estimates but we have no way of knowing whether these really are correct.

Have you any figures that you can send us? Our force comprises twenty-seven men and they cover practically the entire country. Since our plant is located in Rhode Island, it would mean considerable traveling expenses to bring all our men to the plant and that is a point we have to consider.

Since we have not yet definitely decided to hold a general sales convention I hope you will not quote us by name in any use you may make of this letter.

THERE really is a surprising lack of concrete information regarding the cost of sales conventions. Even the several score articles that have appeared in *PRINTERS' INK* and *PRINTERS' INK MONTHLY* on the subject of sales conventions have not contained any imposing collection of figures with the exception of a series of two articles which appeared in the December 3 and 17, 1925, issues under the title: "How Much Should a National Sales Convention Cost?"

For the purpose of bringing the figures in these two articles up to date, we wrote a number of prominent manufacturers who we knew were in the habit of holding annual meetings of their sales forces. We asked these manufacturers to furnish us with detailed and even itemized statements concerning their sales convention costs and one of the first things we discovered was that only a comparatively few of those concerns had more than a vague knowledge of their cost. Perhaps the reason for this is explained in a letter received from J. H. Godfrey, director of research and publicity for The Creamery Package Manufacturing

Company, Chicago. He writes: "We would be very glad to furnish costs on our sales conventions if they were available, but unfortunately they are not. We are perhaps like some other concerns and prefer not to know just what the cost of such conventions may be."

Another point that immediately cropped up, and one which was very easily discernible in advance of the replies to our queries, is that these costs depend upon the following factors: The number of men attending the meeting, the distance they have to travel to get to headquarters, the duration of the convention, and the elaborateness of the program. These are matters which cannot be standardized. Nevertheless, the figures we did obtain afford a helpful basis of comparison and are also suggestive to companies which have not figures of their own to go by, provided the variation in the four factors just mentioned are adjusted to provide an equitable comparison.

Still another point that warrants consideration is that there is no standardization of items charged to the account of the convention. This is brought out in a letter from Walter Wyman, general sales manager, The Carter's Ink Company, who writes: "We, of course, audit our conventions absolutely. But the expense of bringing a man to the meeting, if by 'expense' is meant merely railroad fare, Pullman and meals and transit, plus expenses while at the convention city, tells but a fraction of the story. There is also the soundness or unsoundness of charging the salesman's compensation from the time he leaves his territory until he returns; of estimating the profit and loss sales due to his absence from his territory and even such a plebeian matter as cost of automobile storage during his absence from his territory."

With these exceptions noted, let

CHARLES FRANCIS P R E S S

*Rendering a
Different Kind of
Printing Service
Backed by
Able and Ample
Facilities*

PRINTING CRAFTS BUILDING
461 EIGHTH AVE. NEW YORK

us get down to some actual figures. Here is a letter from S. C. Johnson & Sons, manufacturers of Johnson's Polishing Wax:

The approximate cost of our last sales conference was \$20,000. There were 112 salesmen in attendance. Our last general conference was held about five years ago with an attendance of about 65. We would say the pro-rata expense was about the same. During the intervening five years, we held group conferences limited to not over fifteen men.

We would say the average expense for bringing salesmen to the conference, including railroad fare, salary and expenses, was about \$150 for one week. It is difficult for us to arrive at the actual amount as we had representatives present from Canada, England, Germany and Australia.

G. A. Binz, sales manager of the American Schaeffer & Budenberg Corporation, states:

The cost of our last annual sales convention was approximately \$3,000. In 1926, the cost was \$3,600. The last convention was attended by seventeen salesmen and about an equal number of factory and office executives. We have reduced expenses this year by eliminating all outside talent for entertainment at our banquet. We now recruit all entertainment from company employees. Another saving this year was in the use of motion-pictures loaned without charge by Stone & Webster, of Boston.

A nationally known organization in the building supply field furnishes the following table:

Convention	Cost	*No. Attending
†1924	\$19,349	295
1925	33,709	415
1926	40,365	475
1927	25,499	390

* These are approximate figures, as the number varied with the different functions.

† The 1924 convention was held in January of 1925, the 1925 convention in January, 1926, etc.

The vice-president of this company, in elaborating on this table, writes: "The type and cost of our sales conventions is determined entirely by what we are trying to put over. In 1924, 1925 and 1926 we had general conventions in Chicago. The 1925 and 1926 conventions were combination conventions of the Operating Department and Mill Superintendent Heads, with the salesmen. The 1927 sales convention was a sales convention only, held at the mills. Our 1927 con-

vention was on a more economic basis than previous years, eliminating entertainment to a minimum. Also, we dispensed with the large displays showing our materials in construction, which we had had at former conventions, feeling that the actual processes of manufacture would replace this."

H. T. Potter, vice-president of The Wyoming Shovel Works, Wyoming, Pa., contributes some figures and some interesting opinions on sales convention costs. He tells us that the company's last convention cost approximately \$1,300, that the 1926 meeting cost \$2,300, that the number of men brought to the two meetings was fifteen and that the itemized expense per individual for the last convention was: Railroad fare, \$47; hotel, \$25; entertainment, \$12.50.

As with all the other executives we queried, we asked Mr. Potter what his organization was doing to reduce sales convention costs. In this connection, he said: "The only plans we have to reduce expenses are to call in less men and keep them a less number of days. This last convention we only had one thing to talk about—that is we had one important policy to decide—we didn't want it confused with any other factors—so we called in only key men and kept them just long enough to settle the one subject.

"Our general idea is not to reduce expenses of our conventions, but to make them better. If we could, by keeping the men here longer, give them a greater inspiration, we would certainly be glad to pay for that additional expense. If the thoughts of a sales convention are turned toward reducing its expenses, cancel it right now, because it will not be worth whatever it may cost."

Finally, we have a letter from Wayne Calhoun, general sales manager of The Estate Stove Company, Hamilton, Ohio. His communication is a splendid summation of the subject. It follows:

The Estate Stove Company factory is located in Hamilton, Ohio, twenty-five miles north of Cincinnati. The Hamil-

The Mirror of a State



Every issue of the Florida Times-Union carries Florida News from our special correspondents representing practically every population center in the state.

WHENEVER anything of importance happens in Florida, newspaper readers look to the Times-Union to supply the facts. Here is a newspaper which not only completely covers Jacksonville, the key city of the Florida market, but reaches out into all sections of the state, and through its own special news organization and complete wire service mirrors the happenings and interests of a whole state.

Unique? That's what we have been trying to tell you buyers of advertising space.

It's important to know that you can reach not only the Florida Times-Union family market in Jacksonville, but throughout Florida, securing—

Complete local coverage and state-wide reader influence through

The Florida Times-Union

JACKSONVILLE, FLA.

Over



Per Cent.--

The Sunpapers

in March, 1928

Carried Over

69%

**of Total Advertising
Printed in all Baltimore Papers**

Average Net Paid Circulation for the Month
of March, 1928

Daily (M & E) 271.187

Sunday - - - 203.370

Gain of 16,225 Daily and 3,253 Sunday
Over March, 1927

Everything in Baltimore Revolves Around

THE		SUN
MORNING	EVENING	SUNDAY

JOHN B. WOODWARD
Bowery Bank Bldg., 110 E. 42nd St.
New York

C. GEORGE KROGNES
First National Bank Bldg.
San Francisco

GUY S. OSBORN
300 N. Michigan Ave.
Chicago

A. D. GRANT
Constitution Bldg.
Atlanta, Ga.

**BALTIMOREANS DON'T SAY "NEWSPAPER"
—THEY SAY "SUNPAPER"**

ton hotel situation, prior to 1927 was thoroughly dominated by Cincinnati, and it was impossible to secure adequate facilities for housing our men in Hamilton, for this reason.

Our Annual Sales Convention of 1926 cost the company about \$7,000. It was held in a Cincinnati hotel and during a part of the time, our men were moved from Cincinnati to Hamilton for day sessions at the factory.

We provided elaborate entertainment in the evenings, for our men. In addition to our sales representatives, we were host to a number of large customers all of whose expenses, including railroad fare to and from Cincinnati, were met by the factory.

Our 1927 Sales Convention which was held in December, 1926, cost the company in the neighborhood of \$1,500. It was confined to salesmen only, held in Hamilton at the factory and we used one of the old Hamilton hotels where rates were very low.

Our 1928 Convention was held in December, 1927, and cost in the neighborhood of \$4,000. Our men were housed in the new hotel at Hamilton, comparable in general character and service to the larger Cincinnati houses. I am sure you have no interest in repeated reference about hotel accommodations but they have had a major bearing on the cost of our conventions.

Our last two annual sales meetings have cost us less per man than the three previous. We have practically eliminated entertainment features in the evening. I am not satisfied as to the wisdom of this.

Prior to the last two conventions, we invited numerous outside speakers of note in the sales and advertising field to address our men. Generally we included on our program an authority on economics who discussed general business conditions, made a résumé of the previous year and something of a forecast of the forthcoming year.

Some of these talks were more or less emotional in character and none of them was highly technical. For this reason our salesmen were relatively fresh at the close of the day and inasmuch as they were entertained in the evenings, the entire program came to them as something of a vacation.

One day out of four was set aside for technical instruction on our merchandise.

Two years ago I made up my mind that there was entirely too much ballyhoo about our annual sales meeting and we decided to eliminate from our audience every man who was not directly responsible to the company, and to confine our efforts to drilling our men on our merchandise and our sales methods. I see no reason to change this plan at this time, and we expect in the future to follow this same sort of a program.

Eighty-five salesmen attended our last convention. We have not prepared a typical expense list, but it would run about like this:

Railroad fare to and from convention city	\$35
Hotel expense	25

We have not employed any plans to reduce sales convention cost except to omit theater parties, dancing, etc., from our plans for salesmen during convention evenings. We do hold one dinner at the close of the convention at which prizes, quota buttons, etc., are awarded.

I believe that sales conventions should do four things—improve the understanding of the products by the men who must sell them, enlighten the salesmen graphically and accurately as to their sales opportunities, stiffen their selling morale and renew their confidence in and enthusiasm for the house which employs them. Any reasonable expense which ministers to one or all of these functions as performed by an annual sales meeting, is in my judgment, fully warranted.

It is interesting to observe in these letters what may be a tendency among sales executives to cut or eliminate entirely expenses for outside entertainment talent. Apparently, the sales convention is becoming really a serious affair.—
[Ed. PRINTERS' INK.]

R. S. Clary with "Southern Furniture Journal"

Robert S. Clary, who has been Southern manager of the Charles W. Hoyt Company, Inc., at Greensboro, N. C., has joined the advertising and service department of the *Southern Furniture Journal*, Charlotte, N. C. He formerly was an officer and director of The Associated Advertising Agency, Jacksonville, Fla., and, before that, was with the Curtis Publishing Company, Philadelphia.

Joins Jordan Advertising Abroad, Inc.

José de Aguiar, formerly assistant export manager in charge of foreign advertising of Nestlé's Food Company, New York, has become secretary of Jordan Advertising Abroad, Inc., also of New York. He has been engaged in merchandising work in Latin America for many years.

Hardware Account for Brooke, Smith & French

The Kirsch Manufacturing Company, Sturgis, Mich., maker of drapery hardware and wrought iron, has appointed Brooke, Smith & French, Inc., Detroit advertising agency, as merchandising and advertising counsel.

National Shoe Retailers Ap- point J. H. Stone

James H. Stone, editor and publisher of *The Shoe Retailer*, Boston, has been appointed manager of the National Shoe Retailers' Association, Chicago. He will continue as editor and publisher of *The Shoe Retailer*.





F O O D

... WITH STYLE AND BEAUTY ADDED.



All photographs shown were
taken in Delineator Home
Institute on the 15th
floor of the Butterick
Building.

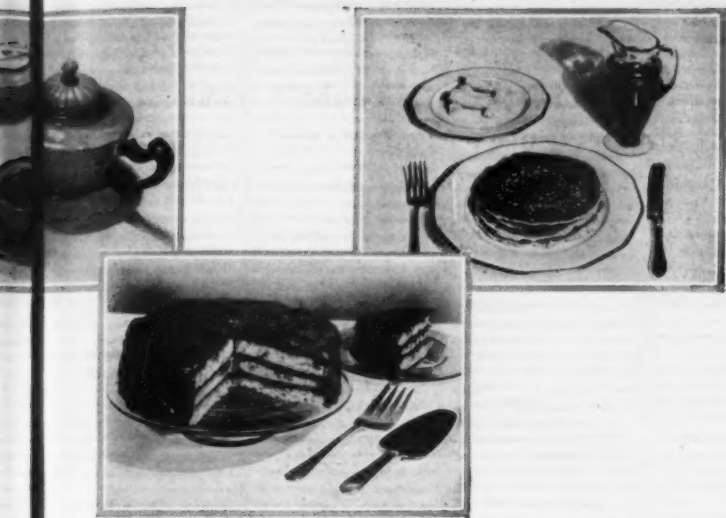
" . . . DISHES TO TEMPT THE HARD-TO-PLEASE HUSBAND"

A VERY practical, very human note is sounded in Delineator's food pages. The heading above is the heading of one food article.

"Three Hundred Women Tell Us Their Favorite Desserts" is another.

"Recipes from a Luncheon Given at the Congressional Club" another—and so on.

But in presenting new recipes and tempting



new ways of serving old and favorite foods, Delineator always keeps in mind the style and beauty appeal so necessary today.

Not only the food is considered. The china or glassware or silver on which it is served, the accompanying silver, the surrounding atmosphere of napery and table decorations are just as carefully assembled.

Delineator Home Institute plans and tests and prepares the food in its own kitchen right here in the Butterick Building and then its correct serving is presided over by Mrs. John Alexander King, our director of etiquette.

The result appears in the pages of Delineator, guidance for those hundreds of thousands of American women who are ardent supporters of Delineator's own purpose: to further the Art of Gracious Living.

Delineator

Established 1868

*May we whisper down here — in eight point
—some facts about Delineator's amazing progress?*

☞ The March issue showed an increase in advertising lineage over the corresponding issue last year of 25%, the April issue an increase of 40.2%, the May issue 46%.

☞ The March print order was 1,650,000; April 1,901,000; May 2,001,470.

THE BUTTERICK PUBLISHING COMPANY



Advertisers to Discuss Medium Selection

"**M**EDIUMS" will be the dominant subject of discussion at the semi-annual meeting of the Association of National Advertisers, to be held at Cleveland on May 7, 8 and 9. It will be the aim of this discussion to give members tangible help in the selection of advertising mediums.

Representatives of several publications have been invited to attend the discussion which will follow the morning meeting on May 8 on "What Is Circulation and How Do We Know?" This will include a presentation of the proposed new forms of the Audit Bureau of Circulations for reporting magazine, farm-paper and business-paper data. The new A. B. C. forms will be described by F. R. Davis, of the General Electric Company, who is also chairman of the Audit Bureau forms committee and the A. N. A. magazine committee. O. C. Harn, managing director of the Audit Bureau, will explain the auditing problems involved.

At this session Evans E. A. Stone, chairman of the membership committee, will speak on a new plan for membership in the association.

Everett R. Smith, Fuller Brush Co., who also is chairman of the research council, and Bernard Lichtenberg, Alexander Hamilton Institute, will take up the application of the association's study on duplication of circulation.

The program for the various other sessions follows:

May 7, morning: "How We Run Our Advertising Department," "The Dealer Will Co-operate If—" R. E. Mercer, The Lowe Brothers Co.; "Definite Planning for Dealer Aids," W. E. Underwood, National Lamp Works; "An Easy Method of Watching Sales Growth," Col. Gilbert H. Durston, Mohawk Carpet Mills, Inc., and "Budgeting Sales and Advertising Expense," Evans E. A. Stone, Stanco Incorporated.

Afternoon: "What About Advertising?" Kenneth M. Goode, New York.

Afternoon: "How to Use Outdoor Advertising," "New Developments in the Outdoor Medium," Guy C. Smith,

Libby, McNeill & Libby, Chairman, Outdoor Advertising Committee; "Fitting Outdoor Advertising to the Selling Job," S. N. Holliday, General Outdoor Advertising Co.

Group meetings will be held on industrial, window display and dealer co-operative advertising.

May 8, afternoon: "Making Market Areas Profit Areas," Paul T. Cherington, J. Walter Thompson Co.; "How Do You Buy Your Newspaper Space?" S. E. Conybeare, Armstrong Cork Co., chairman, newspaper committee; "The Place of Newspapers in the Advertising Program," Frederick Dickinson, Hupp Motor Car Corp.; "What Is a Fair Differential Between Local and National Rates?" H. R. Baker, The Miller Rubber Co.; "What We Do About Enforced Combinations," M. F. Rigby, The Studebaker Corporation of America, and Harlow P. Roberts, The Pepsodent Co.; "Securing Newspaper Co-operation," Norman E. Olds, Perfection Stove Co., Inc., and Kenyon Stevenson, Armstrong Cork Co.

May 9, morning: "Is Radio an Advertising Medium?" "The Search for Evidence," Lee H. Bristol, Bristol-Myers Co., chairman, radio committee; "When Is Radio Advertising?" Mrs. Katharine M. Lukens, La France Manufacturing Co.; "Why We Discontinued Radio Advertising," William A. Metzger, Royal Typewriter Co., Inc., "Radio's Part in the Selling Job," Stanley V. Gibson, manager, commercial department, Station WOR.

"How to Win a Business Argument," Professors Alvin C. Busse and Richard C. Borden, New York University.

Harold Whitehead, President, Boston Consultant Service

Harold Whitehead, formerly assistant to the president of Brewer & Company, Inc., Worcester, Mass., has organized a consulting service at Boston known as Business Consultants, a Massachusetts trust, of which he is president. Graydon Stetson has been made vice-president. Henry B. Humphrey, president of the H. B. Humphrey Company, advertising agency of that city, is associated with the organization as consultant on advertising and publicity.

C. H. Betts Purchases Clyde, N. Y., "Times"

Charles H. Betts, editor and publisher of the Lyons, N. Y., *Republican*, for over thirty years, has bought the Clyde, N. Y., *Times*, a weekly newspaper. The *Times* will be operated independently of the *Republican*.

C. L. Maxwell Starts Outdoor Advertising Business

Chester L. Maxwell, formerly with The R. C. Maxwell Company, Trenton, N. J., has organized an outdoor advertising business at Atlantic City, N. J., under the name of Boardwalk Advertising Signs, Inc.

The Advertising Background of a Newspaper Convention

Report of Bureau of Advertising of the American Newspaper Publishers Association Is One of Many Points of Interest to National Advertisers

A GATHERING of publishers and newspaper executives, such as that convened now at New York, has many topics of discussion assigned to it, some of which are of direct interest to advertisers. Other topics may appear to be less pertinent on the surface but, indirectly, exercise important influence in the publication of the newspapers which carry the advertisers' copy.

There is the matter of trade union relations, for instance. The action recommended to be taken by the American Newspaper Publishers Association, it is expected will make strikes and lockouts impossible, thus assuring the advertiser against interruption from those sources. Then there is the report on the progress during the year in the matter of the complaint of the Federal Trade Commission charging conspiracy on the part of advertising and publishing interests in restraint of trade.

On the evening of April 26 there will be the annual dinner of the Bureau of Advertising. This event is known for the success it achieves in bringing to attendance those prominent in directing the affairs of advertisers, advertising agencies and allied enterprises. The speakers will be Commander Richard Byrd, Alfred P. Sloan, Jr., president, General Motors Corporation, J. N. Heiskell, Little Rock *Arkansas Gazette*, and Frank Madden, of St. Paul.

As **PRINTERS' INK** goes to press it has obtained a copy of the annual report of the Bureau of Advertising. In summary this is an optimistic forecast of what the future holds for newspaper advertising, inasmuch as the Bureau's estimate of more than \$225,000,000 spent by national advertisers in 1927 is about 4 per cent less than the record-breaking peak of the previous year.

"At the same time, unmistakable

indications of the trend of national advertising continue to develop," according to the report. "Unsettled business conditions in certain parts of the country were undoubtedly a factor in the 1927 record, but offsetting this, two significant elements should be noted:

"First, large increases in newspaper advertising appropriations by many groups and individuals.


"Second, the appearance in the newspapers of new advertisers some of whom have elected to spend their 1928 appropriations exclusively in that medium."

Statistics are quoted to illustrate, from selected industries, how appropriations are being increased. Satisfaction also is expressed by the Bureau in the fact "that its constant recommendation to advertisers to use the medium frequently and persistently is showing marked results. Many of the newer campaigns are based on schedules that call for two or three times a week insertions instead of the infrequent and spasmodic schedules familiar in the recent past."

FIFTEENTH REPORT


This report is the fifteenth in the Bureau's history and occasion is taken to review its activities during the fifteen years it has operated. Testimonials from advertisers and advertising agents and from publishers are quoted as evidence of the service rendered by the Bureau to the cause of newspaper advertising. The Bureau, at the close of the fiscal year, February 29, had 343 members. As of April 1 the Ohio Select List became members as a body so that the membership now numbers 388.

Of the A. N. P. A. membership 203 are not members and their support is requested by the committee in charge of the Bureau. "not only as a matter of recognizing an obligation but as a means of increasing the dividends of a



Birmingham's Auto Show

February 14-17, The Birmingham News and Age-Herald held an automobile show in the Municipal Auditorium. Every day there was a steady stream of interested men and women. Each a potential buyer. Many spot sales were made. The results from the show, both in dollars and in good will, far exceeded all expectations. Everyone who viewed the long lines of exhibits proclaimed it to be Birmingham's greatest auto show . . . and the most successful. Such events as these, backed and financed by The Birmingham News and Age-Herald, for the benefit of the dealers and readers alike, have gained for these papers an enviable place in the heart of Birmingham folk.



The Birmingham News

AND

AGE-HERALD

The South's Greatest Newspaper

Morning

Evening

Sunday

National Representatives

KELLY-SMITH COMPANY

New York—Chicago—Boston—Philadelphia—Atlanta

highly profitable revenue-producing enterprise." The gross income of the Bureau for the fiscal year amounted to \$102,369 with a total expenditure of \$101,762.

The report is signed by Fleming Newbold, of the Washington *Star*, chairman, whose committee held its annual meeting on Monday and approved the report for presentation to the convention. Other members of Mr. Newbold's committee are:

Charles D. Atkinson, *Atlanta Journal*; Frank H. Burgess, *La Crosse Tribune*; Harry Chandler, *Los Angeles Times*; Howard Davis, *New York Herald Tribune*; William J. Hofmann, *Portland Oregonian*; F. I. Ker, *Hamilton, Ont., Spectator*; W. E. Macfarlane, *Chicago Tribune*; David B. Plum, *Troy Record*, William F. Rogers, *Boston Transcript*.

Walter A. Strong, *Chicago Daily News*; D. E. Town, *Hearst Newspapers*; Louis Wiley, *New York Times*; S. E. Thomason, *Tampa Tribune*; John S. McCarrrens, *Cleveland Plain Dealer*.

Mr. Chandler is vice-chairman, Mr. Davis, treasurer, and Mr. Plum and Mr. Wiley, members of the finance committee.

F. St. J. Richards is advisory member of the committee representing the Six-Point League, and Fred F. Parsons represents the Newspaper Representatives Association of Chicago.

Newspaper week opened on Monday with the annual meeting of the Associated Press. Frederick I. Thompson, of the Mobile, Ala., *Register*, was elected a director to fill the vacancy caused by the death of Irwin R. Kirkwood, of the *Kansas City Star*. The following were re-elected directors: Clark Howell, *Atlanta Constitution*; Elbert H. Baker, *Cleveland Plain Dealer*; Stuart H. Perry, *Adrian, Mich., Daily Telegram*; J. R. Knowland, *Oakland, Calif., Tribune*, and Richard Hooker, *Springfield, Mass., Republican*.

The meetings of the American Newspaper Publishers Association will continue through April 26 and 27.

Postum Advertising Staff Reorganized

M. C. Harper, recently president of the Plymouth Advertising Agency, New York, has been made vice-president, in charge of advertising, of the Post Products Company, Inc., a subsidiary of the Postum Company, Inc., New York. C. L. Campbell, recently in the advertising department of the United States Rubber Company, has been made assistant manager. The Post Products Company distributes Postum Cereal, Grape-Nuts, Jell-O, etc.

D. N. Walker, recently vice-president in charge of sales of the Curtice Brothers Company, Rochester, N. Y., and formerly with the Phenix Cheese Corporation and the J. Walter Thompson Company, has been appointed vice-president in charge of advertising of the Baker Associated Companies, Inc., also a subsidiary of the Postum company. H. O. Frye, who was formerly advertising manager of Walter Baker & Company, Ltd., prior to its consolidation with the Postum Company, is assistant advertising manager. Mr. Walker and Mr. Frye will also direct the advertising of Hellmann's Blue Ribbon mayonnaise and Sanka decaffeinated coffee. The Baker Associated companies distribute Walter Baker cocoa, Log Cabin syrup and other products.

R. H. Bennett, formerly assistant advertising manager of the Devoe & Reynolds Company, New York, is in charge of export advertising of all products of the Postum Company.

Harold Cary, recently in charge of sales promotion for the Johns-Manville Company, New York, has been placed in charge of sales promotion and house organs, with E. T. Sajous as his assistant.

Ralph Starr Butler, general advertising manager of the Postum Company, and C. A. Wiggins, assistant advertising manager, continue in their respective capacities.

J. E. Barber Heads Western New York Publishers

J. E. Barber, publisher of the *Wayland Register*, was elected president of the Western New York Publishers Association at its annual meeting held last week at Niagara Falls. Reed Clarke, of the *Perry Record*, was named vice-president and E. M. Clemons, of the *Depeu Herald*, secretary-treasurer. Discussions were centered about plans for aiding the merchants of small communities.

J. B. Thompson with Wm. J. Morton Company

J. Bain Thompson has joined the Chicago office of the Wm. J. Morton Company, publishers' representative. He has recently been with I. A. Klein, Inc., and formerly was manager of the Chicago office of the Benjamin & Kentnor Company.

Greatest **ADVERTISING GAIN** *in New York*

IN three months this year The New York Times published 7,475,422 agate lines of advertising, a gain of 292,632 lines over the corresponding period of last year—a greater gain than any other New York newspaper and an excess over any other newspaper of 2,681,572 lines.

The censorship exercised by The Times over its advertising columns excludes many thousands of lines of announcements that do not meet its standards.

The New York Times



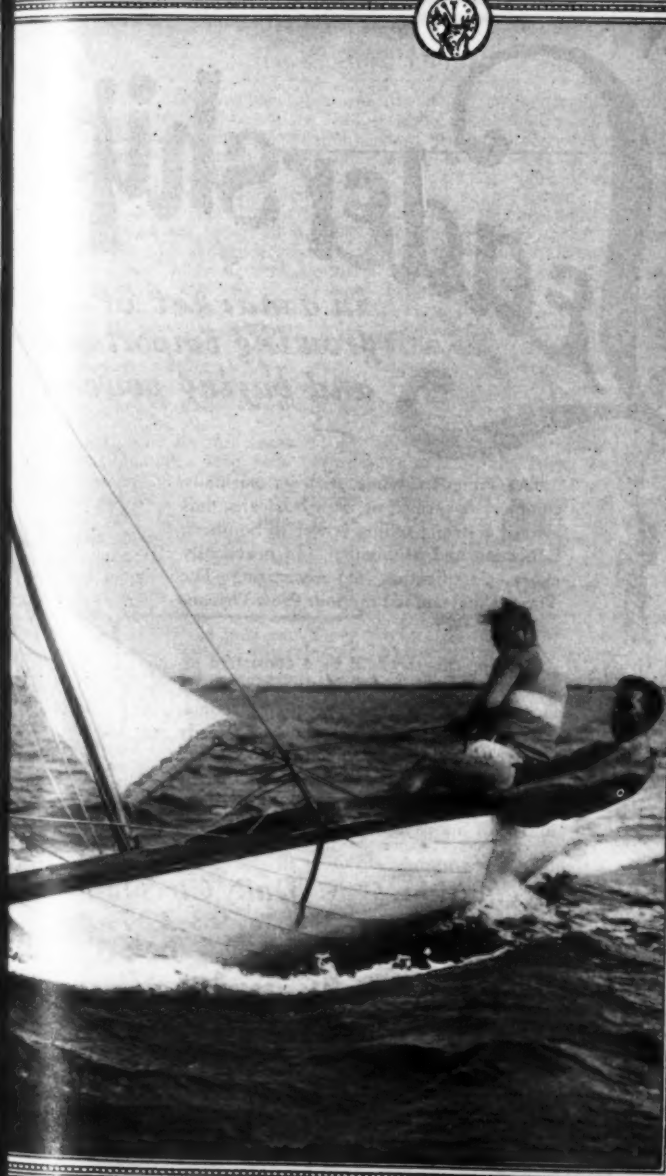
**The largest
magazine
for MEN**

The Elks
Magazine

850,000 Identified Subscribers

50 East 42nd Street

New York City



Leadership

*in a market of
growing importance
and buying power*

The Times-Picayune, with its unusually complete coverage of New Orleans, has proved a strong selling power in Southern Louisiana and Mississippi. In practically every classification of advertising The Times-Picayune led the four New Orleans papers in 1927.

Backing this strength by a consistent effort to give advertisers, both national and local, the best medium for their product, The Times-Picayune has shown a steady growth in circulation during the past six months. The Publisher's Statement made on April 1st showed a gain of 4,169 daily and 2,431 Sunday.

Sunday Circulation
129,359

Daily Circulation
93,227

The Times-Picayune
IN NEW ORLEANS

Member 100,000 Group of American Cities, Member Associated Press

Representatives
CONE, ROTHENBURG AND NOEE, Inc.

Pacific Coast Representatives:
R. J. BIDWELL CO.

A Guide to the Use of Color

There Is More to the Use of Color Than Just Slapping It On

By Rexford Daniels

A CERTAIN manufacturer of bath-room tile recently looked over the new color combinations his competitors were bringing out, and saw no purple tile. He immediately got his factory busy and brought out a line in dark purple, put them in the hands of his distributors and sat back ready to fill orders. When several months had gone by, and few orders had come in, he began to ask questions, and the first person he spoke to was his wife. "Why, nobody associates purple with a bath-room," she said, "and besides, the color is too dark—it isn't sanitary."

That same manufacturer would have hesitated a long time before he used a new ingredient in his tiles, but he was willing to plunge right into color without a moment's thought. There are many such concerns which are finding color is not the simple matter it at first seems, and moreover good reasons lie behind the use of each different color. If they had taken the trouble to find out what forces they were dealing with, when they first used color, they would have saved themselves much time and expense.

Before a color is put on a product, there are three factors which must be considered—utility, association and emotional reaction. If any one of these is overlooked, although the product may enjoy a good sale at first, it will probably meet with future hardships.

The utility value of color has been recognized in industry for many years, but it has only been recently that it has been applied to consumer trade. Telephone companies have used color in their insulations to distinguish wires, offices have used color in their files and retail stores have placed color on bins to classify their contents. When we see this principle applied to the consumer, we find tooth-brushes coming out in colors

to enable various members of the family to distinguish theirs, fountain pens with each color denoting a different point, soaps having color corresponding to scents, and candies having color to differentiate taste. This utilitarian idea would work very well if it could stop there, but it cannot, for association keeps coming in and upsetting the cart.

By association is meant the conscious or unconscious impression which people give to colors. For instance, red means danger, and green means safety, or red means warmth and green coolness. These are definite reactions which people have to color, and although they cannot explain them, they unconsciously influence their choice. When, therefore, color is used in a utilitarian manner, it is best to consider what association it has before a final choice is made.

A COLOR CHART FOR PIPE

An industrial pipe manufacturer recently was planning a line of pipe in colors. He had no reason for putting out colored pipe except that he thought color might increase his sales. The idea did not take well, until an engineer suggested he have each color associated with the content of the pipe. The factory then drew up a carefully arranged color chart and told its customers that hereafter it would make special pipe for special purposes. Red pipe would carry hot water, green pipe cold water, white pipe steam, gray pipe compressed air, blue pipe gas, etc. Immediately sales increased. By combining association with utility, this company had struck a responsive cord in its customers, and justified a use for color which had no justification before.

When the police departments of our large cities installed traffic lights, the question came up of what colors to use. The answer was, use colors which people in-

stinctively understand, and so red was used for "stop" and green for "go." If, however, they had not taken into consideration the association of color, they might have used yellow and purple and then would have had to conduct a continual educational campaign.

Association, in combination with utility, is a simple matter, as in the case of the pipes and the traffic lights, where it does not have to fit in with other color schemes. But just as soon as a colored article is used in conjunction with other colored products, a new situation develops which divides association into many factors. A number of these divisions are environment, health, relation, tradition, emotional appeal, etc. In some cases, only one of these divisions has to be considered, and in other cases, two or more.

Under the head of environment would come the ultimate surroundings in which an article is to be used. Colors which are appropriate for the inside of houses are not necessarily suitable for the outside, nor should the same colors be used for living-rooms, kitchens and bath-rooms. In such cases, it is often more important to look to association of the environment in which those products will fit, rather than the association which goes with the product itself.

WRONG ON TWO COUNTS

The tile manufacturer found he was wrong on two counts, namely, emotional appeal and sanitation. For the common emotional association of purple is not with bath-rooms, and the association of health and sanitation is not with dark colors. The housewife associates light colors with cleanliness, and therefore, it is best to have products which deal with health, cleanliness, and the preparation of foods, of a light shade of whatever color is chosen. At present there is a vogue for blue, green or yellow bath-rooms, and manufacturers of bath-room supplies are bringing out accessories, such as tooth-brushes, nail brushes, toilet bottles, towels, etc., in lighter shades of these colors. Tomorrow the style may change, and

other colors predominate, but the idea of sanitation will probably still hold true and compel the use of light shades of whatever colors are used.

In the matter of relations of colors to one another, it has been found light colors tend to make objects look larger and dark colors just the reverse. Small areas tend to make colors brighter, and larger areas to make them duller. Therefore, when colors are to be combined, it is well to consider the relation the article will bear to its surroundings. Will it be used for display purposes, with large space around it, or will it be used in combination with other products? Packages and display advertising come under this head, as one example. If packages are made in light colors, they stand out and appear larger, especially when on the shelves among rows of other packages. Light colored display cards can be made smaller, and appear larger, than those in darker colors.

Another important factor in the use of color is tradition. A silk manufacturer found he could not sell purple silks in the foreign parts of a city, and when he came to investigate, he was told the church used that color, and, therefore, few would buy for fear of antagonizing the clergy. Black is traditional for mourning, and in some places for formal wear. To try and combat this tradition would take unlimited funds and many years. Tradition, therefore, must be considered, to some extent, in the colors that are used.

Association originates largely from emotional reaction; that is, from the psychological effect of color on people. A study of these effects will help to determine beforehand how color on a product will affect people. If color has to be used, the manufacturer will ask, what color shall it be? How shall I know what will be the association people will have with my product? The answer is not an easy one, as many factors have to be taken into consideration. But a general idea can be had by looking at the psychological effect of color.

More Than
200,000
Daily

Los Angeles Examiner

"Greatest Salesman in the West"

More Than
440,000
Sunday

5c. DAILY

APRIL 26, 1928

10c. SUNDAY

NEWSPAPERS MEET EMERGENCY OF EXTRA LARGE WALNUT CROP

First Use of Daily Press by Growers

FACED with an unusually large crop of walnuts, the Walnut Growers of California, marketing under the Diamond Brand, have turned to newspapers to meet their urgent need of creating a wider and immediate consumer-acceptance. It is the first time in the history of the Association that they have used newspaper space, but, by the same token, it is the first time they have ever had such an emergency arise, as presently they are faced with.

To say that newspapers are meeting the emergency is putting it mildly. Eugene R. Smith, Advertising Manager of the California Walnut Growers Association, writes us:

"I want to express my appreciation of the complete and efficient co-operation which the Examiner has furnished to supplement the Bargain Sale advertising campaign which we recently ran in your columns.

"We realize that what you were asked to do in the first instance was quite a commission in itself and your report of 602 calls furnishes ample evidence of the lengths to which you have gone in your efforts to make DIAMOND Walnut advertising in the Examiner more effective.

"On top of this, however, we un-

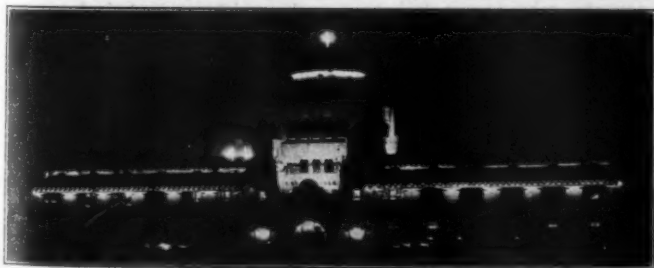
All-Year Gardens

THERE probably isn't another place in America where gardens grow twelve months a year with the same profusion as they do under the sunny skies of Southern California. In fact, a home without a garden is a rarity there, and even business houses are adorned with palms, flowered window boxes and open patios, where ferns throw latticed sunlight on the flagstones.

That's why "California Gardening," which appears every Sunday in The Examiner, circulating to over 440,000 families, is such a strong selling feature for pest eradicators, lawn mowers, garden seed, sun-dials, outdoor furniture, tools, rubber hose, etc. It's written for Southern Californians by Southern Californians. Ask for rates.

derstand that you made 80 supplementary calls for the purpose of getting the retailers to install our four-color window poster. This extra service is very much appreciated and you may be glad to learn that the type of merchandising service furnished by the Examiner is an outstanding feature of the newspaper co-operation which this campaign has evoked. In other words, we consider you have done a more-than-ordinary good job for us and we want to thank you sincerely for it."

The Examiner's Home by Light and Shadow



The Simmons Company, Chicago, after five years of research into the therapeutic value of color, to determine proper colors for hospital rooms and furniture, found the human nervous system responds to color very much as it does to music. In one of its advertisements written from research records, the company makes the following statement: "Retinal sensations translate themselves definitely into emotions and so relate intimately to mental and physical well-being. The appeal of color is emotional. The effect of any given color is practically constant. Styles of decoration may change, but the effect of color undergoes little modification in time or as between one person and another."

Psychologists have pointed out that human emotions are basically the same, and their reactions to a given stimulus are similar, but in ratio to mental development. It follows then, if the nervous system reacts to color as it does to music, it should react to the lower color vibrations the same as to the lower notes of music. In any discussion, therefore, of the use of color in selling and advertising, it would be well to keep such a comparison in mind, for it might help explain the effect of colors on people and the unconscious associations which they connect with them, for research has very definitely recommended certain colors for certain classes of goods and advertising.

THE MOST POWERFUL COLOR

In a study of the effect and use of color, red comes first as it is the lowest in the scale. Red is about the most scientifically powerful color known, because it stimulates the digestive system, the circulation of the blood and arouses the forces of self-preservation in us. Tests have shown that in instances where individuals have been subjected to the influence of a saturated red, their muscular activity has been increased 50 per cent over the activity of the same person when exposed to that of a quieter blue. It also is used in hospitals because of its stimulating effect.

Red will carry further in vision, just as deep musical notes will carry further in space. It denotes heat, danger, hatred, power, passion, destruction and anarchy. It should be used where attention is desired quickly, or where physical stimulation is desired, such as in food, fear of fire, emergencies, etc. It can be used both positively and negatively to great effect.

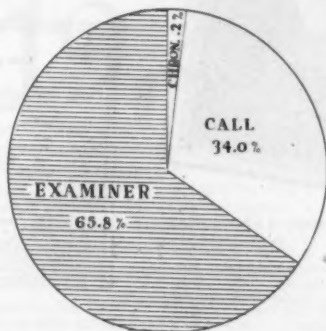
The next color is orange. This possesses the qualities of both red and yellow and has some of the characteristics of each. It has not so vital an effect on the physical side as red, nor the energy of yellow. It possesses good attention value and can be used on articles associated with the physical but of a more subtle quality. It suggests foods not quite so heavy as meats, starches, etc., but more on the order of fruits, preserves and beverages. It is a cheerful color and goes well on smaller articles as accent, or in rooms with north lights. It stands out well from shelves in subdued parts of stores and tends to reflect artificial light. In other words, it has attention value without being too stimulating.

Yellow in its pure state denotes light, gaiety, warmth and is symbolic of glory, gold, wealth, splendor, power. It loses a great deal of its quality when dirty, and, therefore, care should be taken where it is used. When mixed with green, it is often a sickly color, and a very hard one to handle, as any printer will testify. Yellow is often called "energy" yellow because it stimulates the nervous system to action. Yellow often seems to impart life to an inanimate object and is useful where richness is desired.

Green signifies a sympathetic cheerfulness. People associate it with youth and newness. It has the symbolism of growing life. On objects it tends to act as a background and does not come toward one as do red and yellow. As it is part of yellow it has life, but being also part blue it has a certain tranquility. It has not been found very good for display purposes, but when it is, it has been useful in connection with

Monarch of the Dailies*In San Francisco . . .*

**The Examiner leads all
other dailies combined
in National Shoe Linage**



Everyone wears shoes, rich and poor alike, but to be most effective shoe advertising must appeal to the largest possible audience of the well-to-do. That explains fully the preponderance of National Shoe Advertising carried by The Examiner during 1927. It also explains why The Examiner led San Francisco mediums in total National Display, Local Display and Classified Advertising.

(The Examiner was 5th, in the United States in National Advertising lineage during 1927, according to Editor and Publisher Annual Newspaper lineage Tabulation.)

San Francisco Examiner

Daily, 186,372 - - - Sunday, 360,764

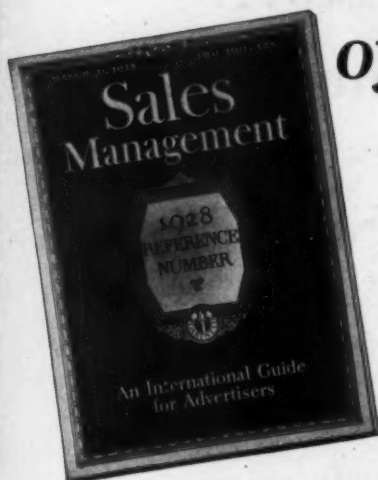
~ and now

Sales Management

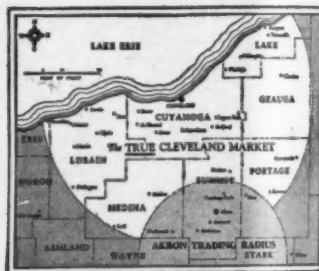
of THE TRUE C

is ~ ~ not 2,0

or 3,500,00



Nearly 600 pages of vital market information for sales managers is included in this mammoth guide to American markets, published recently by Sales Management. It ranks high among the important marketing studies of recent years.



The True Cleveland Market (pictured above) is 35 miles in radius, 1,500,000 in population; the only market in which Cleveland newspaper advertising functions profitably.

The Cleveland F

Detroit • Atlanta
San Francisco

NATIONAL ADVERTISING
250 Park Avenue, New York City

FIRST ADVERTISING U

It says the population
 OF CLEVELAND MARKET
 is not 2,000,000 ~ ~ or 3,000,000
 ~ ~ or 4,000,000 ~ but
1,419,496

ANOTHER national authority has placed its stamp of approval on the TRUE Cleveland Market! It's The Dartnell Corporation, publishers of "Sales Management" magazine and of sales information and promotion material for sales managers.

The Press has always said the population of The TRUE Cleveland Market is not over 1,500,000, that any attempt to cover a wider territory thru the use of Cleveland newspaper advertising would meet with disaster. It is glad to welcome The Dartnell Corporation into the ranks of those other authorities who KNOW—Standard Rate & Data Service, Editor & Publisher, the Cleveland Chamber of Commerce, the J. Walter Thompson Co., "Cosmopolitan" magazine, the Ohio Bell Telephone Co., 151 local retailers, 78 local jobbers, and 206 northern Ohio grocers.

The Press has 91% of its circulation concentrated in The TRUE Cleveland Market, 192,000 in Greater Cleveland, 40,000 more than any other daily newspaper. The Press has thousands upon thousands more home-read circulation than any other Cleveland paper. It is read IN THE EVENING—IN THE HOME. That's why it sells!

d Press



*First in
 Cleveland*

VERISING DEPARTMENT
 N. Michigan Blvd., Chicago

SCRIPPS-HOWARD

Seattle • Portland
 Los Angeles

GUY IN CLEVELAND

liquids and vegetables because of the associations. It should not be used in connection with food or eating except under careful supervision because it slows up the circulation and digestive processes.

Blue gives the impression of distance. This may have its significance from the sky, but it tends to make objects fade into the background and, therefore, is not as good for display purposes. It symbolizes dignity, coldness, solitude and space. It has certain characteristics of shadows and, therefore, sadness. Therapeutically, it has a quieting effect on the nerves.

Purple has probably more symbolism attached to it than any other color. It is associated with the church, with pomp and ceremony and with dignity. It is not a good color with which to appeal to the masses as it has a sort of out-of-placeness in display work. Purple is seldom used in ordinary life. It may be because it is a combination of the two extremes, red and blue, and therefore, warring within itself. It is hard to keep from fading, especially when exposed to sunlight. Therapeutically, it tends to stimulate the higher powers of the mind and generate philosophical thought.

We see, therefore, that color plays a rather interesting part in our lives. It produces definite reactions which lend themselves to certain phases of business, and when properly applied according to use, environment, relation, etc., can be made an asset. But in its use come many problems just as with any other product of nature. Iron has thousands of conditions it must meet before it can be put to all its uses, also wood, rubber, and other elements in nature. Color is no different in its requirements, and presents much more intangible and delicate problems into which each new series of experiments introduce new variables.

Experiments have proved, time and again, it is not the number of colors which are used in a product or in advertising that product, which count, but how they are used. Wherever possible, it is best

to fit the color scheme to the color of the merchandise itself. Chocolate color suggests chocolate flavoring better than any other color, green will find no strong opposition if grass is to be described, blue for water, or red for a luscious steak. If a color composition is to be chosen for an object, it is wise to start first with the one color that best describes that object and then build up the rest of the scheme from it. If one color can do the trick, then stop there, if not, then try two, and so forth. But do not start with the supposition that four, five or six colors must be used, and then try to fit them in.

Men have generally been found to prefer plain colors, women tints and shades. Blue is the general favorite with men, while red is with women, and vice versa for second choice.

Color, therefore, has three important points connected with its use, one utilitarian and two emotional. When these factors can be combined successfully, they have greater effect than when taken arbitrarily or left to chance, and will bring in sounder returns in the long run.

A. C. Hoffman Joins W. F. Powers Company

Allan C. Hoffman, formerly secretary and advertising manager of the *Scientific American*, New York, has been made general sales manager of the W. F. Powers Company, lithographer, of that city. He has also purchased an interest in the Powers company.

Gorham Company Appoints Ernest Ackerman

The Bronze Division of The Gorham Company, Providence, R. I., Gorham silverware, etc., has appointed Ernest Ackerman as manager of metallic art sales, effective April 30.

With Reese Agency

Thomas N. Bonachi, formerly with the Chambers Agency, Inc., New Orleans, has joined the Reese Advertising Agency, Inc., of that city.

VitaGlass Account with Ayer

The advertising account of the Vita-Glass Corporation, New York, is now being directed by N. W. Ayer & Son.

8
r
-
e
r
g
-
r
-
n
h
s
e
f
n
o,
t
l,
d
s
ul
is
r
-
s
-
n
y
n
e,
is

ry
-
n
ne
r,
n

m
m
st
rt

th
r-
ng

r
-
w
n.

f
e



fffashion

reams on the flowers



FASHION has turned her back on the lolling ladies in picture hats who fifteen years ago warmed themselves in the sun of her smile.

She has forgotten the feminine indolences and frillinesses.

AND she's beaming on a vigorous out-of-doors woman—a woman lean and brown—fit and informed—alive from the flat soles of her calfskin shoes to the tips of her sun-burned bobbed hair. This is the woman you're advertising to today.

Ride by her home. Simplicity in its architecture—flowers everywhere in its garden. Does she know them? Get out and talk to



her. Gladly she will discuss with you the acid soils rhododendrons love or the way the delphinium damps off during its second briefly brilliant season.

This then is the woman. What does she read?

FIVE YEARS AGO Better Homes and Gardens had a circulation of just a few thousand. Today it reaches more than a million homes a month.

No fiction—no forcing methods—no circulation tricks. Just simple, frank interest in gardens and homes, plus intelligent, informing articles about better homes and better gardens.



More than 920,000 of these readers own their own homes. That answers for their buying power. 74% of the million homes are in the retail trading areas of cities over 25,000. 93% have electricity—67% have gas.

ONE in every eight of all the owned urban homes in America is now reached through a single magazine riding through to success upon the crest of the newest and greatest vogue—gardening.

Think about Better Homes and Gardens for your product—*this year*.

A MILLION CIRCULATION A MONTH





How

F

as s
com
has
brid
finan
mer
the
* F

have
capt
by
the
been
a
and
the
been
sien
man
The
of a
ferin
as a
anno
the
to t
ted
prise
buye
pect
leave
the

No
trust
most
beset
major
make
of e
to th
buyer
their
toget
Again
ally
day
single
new
probl
disin

Merchandising Problems of the Investment Trust

How One Investment Trust Is Using Advertising to Sell Its Certificates

By John F. Fowler, Jr.

Secretary, American Trustee Share Corporation

FINANCIAL advertising has been regarded for a long time as separated by a wide gulf from commercial advertising. But there has been built almost overnight a bridge which closely connects the financial advertiser with the commercial advertiser. That bridge is the investment trust.

* Financial advertising methods have been handicapped in the past by the fact that the appeal has been directed to a selected class and in most cases the appeal has been of a transient, not a permanent, nature. The advertisement of a new bond offering is framed as a stiff, formal announcement in the press, directed to the fairly limited group comprised of bond buyers. The prospect can take it or leave it, and there the matter of advertising rests.

Now comes the investment trust, which at one leap overcomes most of the barriers which have beset financial advertising. The majority of investment trusts make their appeal to individuals of every description, in addition to the regularly constituted bond buyers. Hence they must dress up their advertising to interest an altogether new class of buyers. Again, the investment trust usually sells its securities day in and day out—it does not stop with a single offering, or a succession of new offerings. Herein enters the problem of continuous merchandising such as that which con-

fronts, let us say, the soap manufacturer or any maker of staple commodities that are successfully advertised.

It is conceded that the investment trust is here to stay and to grow. What will be its effect on financial advertising generally? The financial advertiser will probably have to reshape his policies

and methods to take account of this lusty infant. That the stage is set for extensive investment trust advertising and merchandising there can be no doubt, since keen competition is already developing among the various investment trusts.

However, the investment trust, in securing distribution for its securities, has several interesting problems with which to cope. It must, to begin with, decide

Here is a new advertiser. An advertiser who is using, and will continue to use on an increasingly larger scale, newspaper, magazine, direct-mail and other advertising facilities. In the opinion of the author of this article, who, by the way, has directed the advertising of an investment trust, and who is familiar with commercial advertising problems by experience, the investment trust represents the first development in security selling on which the financial advertiser can take lessons from the commercial advertiser.

on the channels of distribution for its certificates. Shall it sell them to investors at retail or shall it wholesale them through the established channels for the distribution of securities? How far can it go in developing a mail-order business?

Nearly all of the investment trusts in this country have definitely chosen to wholesale their securities, while retaining for themselves the restricted field of retail activity which is in the neighborhood of the home office. That course represents the line of least resistance and is probably the wisest in the long run. Retailing is expensive, and if carried

out through the country at large would be apt to involve high-pressure methods which, above all, it is desirable to avoid.

Only those trusts which operate with a large margin of profit could afford to set up their own national retail organizations. And by so doing they would exclude themselves from wholesaling, for the dealer in securities, like the dealer in merchandise, wants to be protected in his own territory. In any case, the investment trust, having a sales story which is necessarily unfamiliar and complex to the average investor, will create a permanent market for its securities only by personal contact, such as the local bond house maintains with its clients.

MAIL-ORDER BUSINESS

With respect to mail-order business, the conclusion drawn from experience is that only the investment trust operating on a large profit margin can successfully sell by correspondence on a national scale. Sales resistance is too great, not only for securities generally, but for investment trusts in particular, since they are new. This is not to say that a mail-order campaign cannot profitably be carried on by bond houses locally, addressed to their own clients. Such a campaign has, in fact, been successfully developed by one prominent investment trust.

A good example of investment trust merchandising is provided by the American Trustee Share Corporation, which is responsible for the issue of Diversified Trustee Shares and Diversified Trustee Shares, Series B. Here is the way we analyze our problem:

Our problem begins with educating the dealer, the dealer's salesmen and, in turn, the salesmen's clients. The success of our endeavors as a whole is bound up with our success in each of these directions. Furthermore, once having sold them on the idea, we must keep them sold.

Because the investment trust is comparatively new to the dealer and his salesmen, we must educate them in the art of selling investment trust securities. We will

constitute ourselves as a laboratory for sales experiments and will pass on to our dealers and their salesmen the findings of our research.

We realize that we must face the competition of other investment trusts and of the day-to-day bond offerings of houses of issue. To meet the competition of other investment trusts we will offer only a product of the highest grade coupled with a unique system of sales helps and co-operation. Regarding the competition from regular bond offerings our attitude must be constructive in the best sense of the word.

We know that our dealers depend for their living on the bond business, and we sincerely want them to sell bonds to the full extent of their abilities. We go one step further—we actually help them to sell bonds because, through the medium of the investment trust certificate, we bring to their doors the intelligent buyers. When the dealer sells our certificates he makes the client, perhaps for the first time in his life, think of an investment program, and thus the dealer may secure the client to himself for all time.

Behind all our merchandising, that will be the dominating idea.

We then set out to devise a sales kit, which would include separate pieces of literature for the dealer, the dealer's salesmen and investors. For the investor there were prepared, in addition to the circulars of formal style as regularly used by bond houses, booklets on each of the issues of the American Trustee Share Corporation. The same booklet was adapted for the two issues merely by the insertion of an interchangeable fan-fold page pasted on the inside back cover. The booklet was designed to travel in an ordinary two-cent Government envelope, and carries a subscription form. For the wealthy investor there were also published specimen engraved certificates and a booklet on reducing inheritance taxes through the investment trust.

Secondly, the dealers' salesmen

"Outlets" Let Out When "Intakes" Take In

NEARLY all large newspapers now furnish lists showing the local "outlets" for various classes of goods. Their value lies in sifting out the possible buyers on the theory that it is a sheer waste to solicit business from those who cannot buy.

But there is another vastly more important prospect list which shows the ultimate consumers of a community. These are the people who must buy and carry away the goods or the "outlets" become mere storage reservoirs. They are the "intakes" instead of the "outlets." For the same reason it pays to concentrate on dealer prospects, it pays to concentrate on consumer prospects.

In Southern California, where demand is determined by the permanent population, the best obtainable consumer list consists of the homes where these permanent inhabitants live. In short, *the subscription list of the Los Angeles Times.*

Los Angeles Times is delivered to more homes than any other newspaper west of the Mississippi river. In this great area it is the only newspaper that averages over two million lines of paid advertising per month.

Los Angeles Times

Eastern Representative:

Williams, Lawrence & Cresser Co.

360 N. Michigan Blvd. 285 Madison Ave.
Chicago New York

Pacific Coast Representative:

R. J. Bidwell Company

742 Market St. White Henry Stuart Bldg.
San Francisco Seattle

were given a comprehensive forty-four-page textbook on the subject of investment trusts and the issues of the American Trustee Share Corporation in particular. Contact men from our company announced that they would give talks at salesmen's meetings and actually work for a time with the dealers' salesmen in making the rounds of their customers.

Finally, the dealer himself was given a confidential memorandum showing how the use of literature may profitably be tied in with advertising and mail-order work. A set of twenty advertisements was drawn up and the dealer was supplied with newspaper mats, to be used over his own name. With a view to further co-operation, we advertised nationally on our own account and offered to pay a portion of the cost of local advertising under certain conditions. Inquiries received from the national advertising were turned over to local dealers to be followed up.

HUMAN INTEREST ACTIVITIES

For financial advertising, the degree of human interest which can be worked up in the investment trust's display is surprising. Culling the headlines of a few recent investment trust advertisements in magazines of general circulation, we find such suggestions as these:

It's Always Fair Weather—Fair weather for the investor comes from diversification, etc. (Illustrated by photograph of a ship captain looking at his barometer.)

Plowing Back \$372,000 000—As the plowman turns back into the ground the vegetation on the surface, thus enriching the soil, so our great corporations each year turn back into the treasury a substantial surplus remaining after dividend payments, etc. (Illustrated by photograph of plowman.)

The Nation's Industries Are Your Security—Free from care is the owner of these Shares, for the nation's wealth is his security, etc. (Illustrated by facsimile of certificate with miniature of factories, locomotives, etc., resting thereon.)

Steel Bar or Rope of Steel, Which Is Stronger?—Engineers know that the steel cable, made up of many strands, is stronger than the bar of steel of equal width. Stronger, too, are these Shares, which represent an investment in many companies, woven, like the strands of the cable, into one whole. (Illustrated by photograph of Brook-

lyn Bridge with insert of cross section of bar and cable.)

The set of form letters furnished to dealers by the American Trustee Share Corporation is of perhaps no less interest. These are divided into two groups, selling letters and form letters to be used in answering specific questions frequently raised by investors. The selling letters comprise a group of four, of which the first two are framed to attract inquiries for the booklet. The third letter goes with the booklet and the fourth letter is a follow-up for persons who have received the booklet and have not purchased certificates. The number of actual purchasers obtained from these letters depends to a great extent upon the efficiency of the personal follow-up. If the investor is not interested to the extent of sending in for the booklet after the second letter, it is assumed that he is not a good prospect. The entire cost of the four mailing pieces, with the booklet, is, roundly, 25 cents per name.

Form letters to be used in answering specific inquiries are based on four questions which, we found, the investor frequently raises.

The opportunity was also taken to keep interest of the dealers at a high point through the use of a fresh slogan or item of news each time on the daily price postals and quarterly dividend announcements regularly mailed to dealers.

Of course, the literature has to be kept constantly up to date, and we supplement these activities with two periodical publications: the "Diversified News Letter," designed to go to investors, and "The Diversified Dealer," for consumption by dealers and salesmen. The former is issued monthly and contains news of dividends, extra distributions and other developments affecting the corporations in which owners of the trust certificates have an interest. It is adapted for mailing out by the dealer with his own imprint to his clientele. In a few months the circulation grew to about 10,000.

"The Diversified Dealer," on the other hand, serves as a forum for

PHOENIX, Arizona—Apr. 26, 1928—Members of the First Presbyterian Church dedicated their new \$500,000 edifice the latter part of February, giving the city of Phoenix the finest Protestant church building in the entire southwest. Rev. V. A. Rule, pastor of the church, was assisted in the dedication by his father, the Rev. Frank Rule, who traveled from New Zealand to take part in the event. The building is of Spanish renaissance style, three stories in height, with a 120-foot spire mounting a set of chimes costing \$10,000. Work on the new building was started in March, 1927.

Meet Charlie Stauffer, General Manager of the Arizona Republican



No matter where you may be in Arizona, if you mention the Arizona Republican, you will get an enthusiastic assertion that tells of the fairness and squareness of Charlie Stauffer and of the newspaper he heads. Policies of justice in news, editorials and advertising are enforced as a result of his study and direction. One deal for everybody. Consider the reader first. Independence with justice. These are among Charlie Stauffer's axioms that have built his reputation throughout Arizona and the great success of the Arizona Republican

Lamp-posts and X's

STATISTICS are pliant and resourceful tricksters, full of confusions and illusions, as auditors, tax-collectors and investment bankers increasingly discover.

So figure jugglers are fast losing their fair-haired boyishness.

Experience has found that the "rabbit" *wasn't* actually in the hat after all.

Memory harks back to a certain mathematics instructor who used to demonstrate that the lamp-post in front of his classroom *couldn't* algebraically exist.

But after an unconvinced student knocked his head against the place where the lamp-post was supposed *not* to be, he forthwith lost confidence in the magic of X's.

There are still space buyers able to assure themselves that *The American Weekly* cannot logically have five million legitimate, full-priced, constant circulation.

They deny the possibility of obtaining such a concentrated, saturating, dominating, market influence without recourse to schemes, premiums and bargain combinations.

They invoke comparison, point to the arduous and profligate processes through which publications of half *American Weekly* magnitude must secure and maintain their volume, and dogmatically reason themselves into the belief that the lamp-post just *can't* be there.

They argue with charts, graphs and wish-bones. We retort with *lamp-posts* and *bumps*.

The American Weekly has five million spontaneous circulation—and more.

It's on the way to six million circulation—and more.

It's never sold under ten cents net per copy—or more.

It exerts *twice* the selling influence of any other medium—and more.

The American Weekly continues to gain because it has never lost ground. Its average of reader turnover and percentage of reader replacement are *least* in every field.

The American Weekly is a family habit, passed from father to son and grandchild.

If *The American Weekly* didn't most accurately reflect the reading taste of average men and women, other publications would enjoy greater popularity and greater effectiveness.

It *does*, and they *don't*.

Corroboratable fact, not prejudiced theory, settles that point.

We occasionally hear of advertisers so biased against our conception of interesting subject-matter that they even *boast* of excluding *The American Weekly* from their homes.

We *concede* that *The American Weekly* doesn't appeal to the *entire* public. But we *insist* that it

suits the largest single body of readers on earth, and that's the vital point in considering the value of *The American Weekly* as an advertising investment.

Suppose corporations restricted their products to socially acceptable dealers, or finance confined its loans to personal acquaintances and fellow clubmen?

Such speculation is no more fantastic than an assumption that the purchasing capacity of twenty-five million maximum-wage-and-income consumers is not desirable because their literary inclinations don't conform to the arbitrary preferences of a minority.

Five million, five hundred thousand circulation is its own editorial justification.

Five million, five hundred thousand circulation does not debate its publishing formula.

And that's that.

The business of business is to sell the most goods at the least cost.

The business of business is to find the most responsible dealers and the most responsive customers.

The business of business is to

get a dividend-paying return for every dollar disbursed.

And the concern that does not buy advertising space as dispassionately and impartially as it buys raw materials, equipment and human service, is squandering stockholders' money and is completely out of step with all open-minded competition.

The American Weekly belongs by might of right and production on every appropriation able to afford its immensity.

It deserves the lion's share of that appropriation.

It renders a service that lesser mediums cannot as profitably perform. And it does the job more thoroughly and economically than any inevitably duplicating combination of media.

Five million, five hundred thousand circulation—all within metropolitan areas—all strategically placed at the centers of prosperity and employment—all confined to intense retail territory—all held at the hubs of distribution, and "tucked in the fifteen pockets of Uncle Sam's ready-money belt," dare not be ignored by any conscientious management.

THE AMERICAN WEEKLY

Greatest
Circulation
in the World

A. J. Kobler, Pres.

Read by 5,500,000 families every week

9 East 40th Street, New York City

616 WRIGLEY BLDG.
CHICAGO

5 WINTHROP SQUARE
BOSTON

101 MARIETTA ST.
ATLANTA

753 BONNIE BRAE
LOS ANGELES

222 MONADNOCK BLDG.
SAN FRANCISCO

11-250 GENERAL MOTORS BLDG.
DETROIT

1138 HANNA BLDG.
CLEVELAND

the discussion of merchandising and distributing activities on the part of dealers and salesmen. In it are contained articles and suggestions from the various distributors and reprints of advertisements, letters, etc., used by them.

The policy was adopted of making this activity insofar as possible self-supporting by charging dealers for literature at the cost price. The various pieces are provided either with the dealer's own imprint or without imprint. No objection was voiced on the part of dealers to paying for their own supplies.

All of this activity naturally requires a large volume of sales and it is predicated on national distribution. To guide it, our central office maintains a record book in which is contained the monthly sales figure for each dealer. Increased sales on the dealer's part bring forth a personal letter of appreciation; conversely, a falling off in sales brings a courteous note asking whether there is not some way in which the central office can be helpful to the dealer in increasing his sales. The central office also keeps a scrapbook, in which are entered original advertisements and other material prepared by dealers themselves.

Enough has been said to indicate that the investment trusts have literally taken a leaf from the notebook of the commercial merchandiser. There remains much for the investment trust to learn. The commercial advertiser, in turn, will find that the investment trusts are not asleep on the job, and the trusts may even have something to teach him in the course of their further growth and development.

"Shoe Executive" to Be Published in Milwaukee

The *Shoe Executive*, Milwaukee, a monthly magazine published for executives in the shoe manufacturing industry of the Middlewest, is to bring out its first issue the latter part of this month. J. L. Redmond, for fourteen years connected with the shoe manufacturing industry, is president and treasurer. J. R. Feinberg is vice-president and general manager.

Advertising Combats Retail Returned Goods Problem

A recent newspaper advertisement published by The Retail Merchants Board of the Cleveland Chamber of Commerce, brings to the attention of shoppers the costliness to department stores of the habit of returning goods which have been sent out on approval. This advertisement shows two women talking and carries the caption, "I had some things sent out, but I don't think I'll keep them." The copy shows how this attitude toward the "sent on approval" privilege involves a great deal of trouble which the shopper unthinkingly does not consider.

A table listing the various operations that enter into the work of sending out an article and having it returned to the store is also given. Over fifteen steps, it shows, are made necessary by the return of merchandise.

After pointing out the legitimate uses of the return privilege, the copy closes with the remark that a reduction in the number of articles returned will eventually be reflected in the lowered cost of goods.

Des Moines "Herald" to Start Publication

The Des Moines, Iowa, *Herald*, a new daily newspaper, will start publication about May 15. It will be published by the Herald Publishing Company, of which C. D. Hellen will be president. F. G. Nichols will be advertising manager of the new daily.

W. E. Smith Returns to Postage Meter Company

William E. Smith has joined The Postage Meter Company, Stamford, Conn., distributor of Pitney-Bowes postage meters and other mailing equipment, as advertising manager. He was formerly associated with this company.

Herbert R. Pier with Felsen-thal & Sons as Sales Manager

Herbert R. Pier, for six years with the Ad-Craft Mfg. Company, Chicago, has become sales manager for G. Felsen-thal & Sons, of that city, manufacturers of advertising specialties.

Appoints Fox & MacKenzie

Belsan, Inc., Philadelphia, manufacturer of Belsan massagers, has appointed Fox & MacKenzie, Philadelphia advertising agency, to direct its advertising account.

New Accounts for Taylor-Eby

The Ray Day Piston Company and Rug-Grip, Inc., both of Detroit, have placed their advertising accounts with Taylor-Eby, Inc., advertising, of that city.

Collection Strategy That Collects

It Is Well Always to Leave the Way Open for an Explanation in Writing Collection Letters

By H. A. Doharr

Correspondence Supervisor, Eline's, Inc.

THE slow payer is usually slow because he hasn't enough money to pay all his bills as they fall due. And since the slow payer cannot pay all his bills as they become due, he is obliged to choose between those he can pay and those he will have to hold off.

So just as you had to compete with others for his business, so do you have to compete with others for his money. Just as your sales appeal, conveyed through your advertising, letters or salesman, induced him to buy from you instead of from one of your competitors, so will your collection appeal go a long way toward inducing him to pay you instead of some one else.

This is where many collection letters misfire. They fail to take into consideration the fact that there is any competition for the debtor's money. They assume that the debtor, having bought the merchandise, is obligated to pay for it (which is true), and that he can pay for it if he wants to (which isn't always true).

This thought, that you have to compete with others for the debtor's money, even though he owes you the money and is obligated to pay, is a vital point to keep in mind when preparing a series of collection letters. It gives you a different slant upon the problem, and induces you to plan your campaign more strategically and resort to more original methods. For collection letters, more than any other kind, soon become known for what they are—form letters. To overcome this handicap they must be distinctive—out of the ordinary. They must ask for the money in a way that makes the debtor like it. And that, you will agree, is no easy task. Who likes to be asked for money?

Here is a little letter, the first in a series of eight, that served its

purpose exceptionally well. Perhaps the particular style in which it was set up, as well as its wording, played a part in its performance:

Dear Mr. Debtor:

If you were me
And I were you,
And you were expected
To collect your accounts
When due,
But hesitated to ask me
For fear you might offend me,
Yet thought I might
Have forgotten it,
Or was withholding payment
For some good reason
Unknown to you,
Would you write to me
And ask me for a check
Or my reason
For not sending it?
Please treat this letter
As you would want me
To treat it,
If you were me
And I were you.

Very truly yours,
NAME of FIRM,
The Signer's Title.

That little letter pulled more than its quota of remittances and replies. In fact, it inspired one debtor to poetry which is worth quoting, because it verifies the statement made earlier in this article that the slow payer is usually slow because he hasn't enough money to go around:

'Tis true, roses are red
And violets are blue,
So inclosed please find check
Which is owing to you.

This bill, we are sure,
Should have been paid,
And certainly by no means
In this way delayed.

On customers, you know,
We entirely depend,
And when they are slow,
There's no money to send.

So this fact, we are sure,
Will penetrate your mind,
As the reason why GROCERS
Sometimes get behind.

The simple little letter that follows collected more money and drew more replies than the combined re-

For Schools, as well as for GOOD HOUSEKEEPING

MANUFACTURERS seeking to place their products in the best homes will find in this record of school and camp advertising fresh proof of these qualities in the Good Housekeeping family:

1. Buying power;
2. Good taste and community standing;
3. Reader responsiveness.

The responsiveness of the reader and her ability to buy are the factors which determine the use of a magazine by schools and camps. They seek from their advertising only immediate enrollments—direct sales.

The fact that the same schools and camps use Good Housekeeping year after year, judging its value to them simply in terms of enrollments, speaks volumes for the responsiveness and purchasing power of the Good Housekeeping family.

During the Spring of 1928 Good Housekeeping has

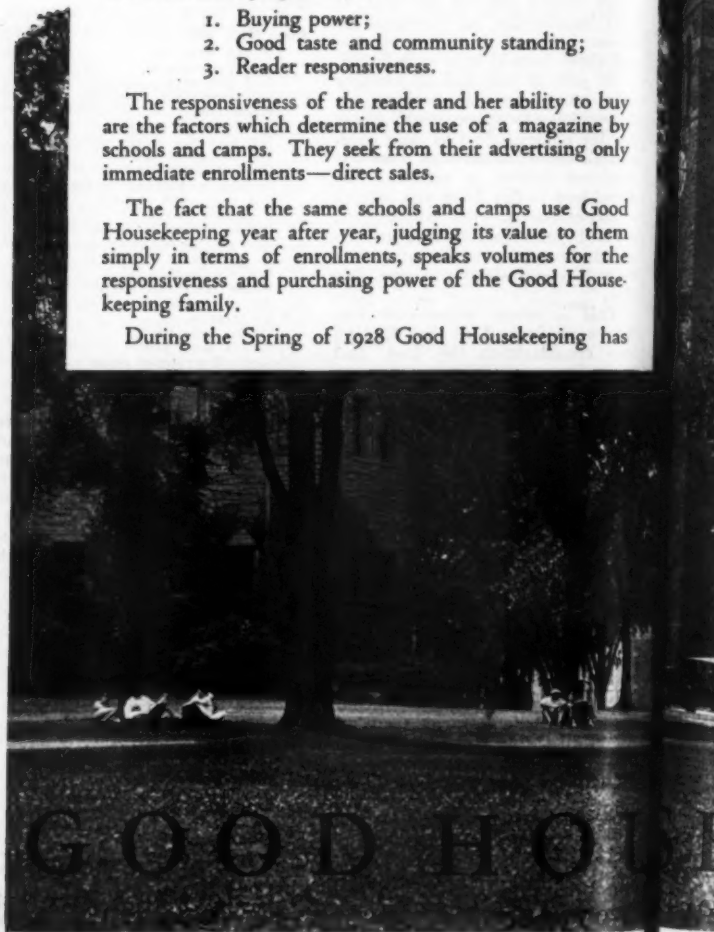


Photo by Ewing Galloway, N. Y.

a for Manufacturers, NO Produces SALES!

broken all previous records in the amount carried of school and camp advertising, and the June issue tops every issue in our history. The year 1928 will show a new height gained.

For many years Good Housekeeping has been one of the two magazines in which the schools and camps have invested the most amount of money—also, for more than ten years, Good Housekeeping has been the one publication in which the summer camps have invested the largest amount. Its leadership in the field of women's publications of big circulation is outstanding.

In schools, as in all other lines that serve the progressive family, Good Housekeeping pays for itself by results.



KEEPING

sults of any two letters I ever used before, yet I had to withdraw it:

Dear Mr. Debtor:

We owe Tom Brown a dollar. Tom Brown owes John Smith a dollar. John Smith owes you a dollar. You owe us a dollar.

We pay Tom Brown. Tom Brown pays John Smith. John Smith pays you and you pay us; all with the same dollar. Each of us got the thing we wanted and paid for it. A single dollar did it and is now ready to do the same thing over and over again.

That's liquid credits and spells prosperity for all of us. Should any one of us withhold the dollar from our creditor, the chain is broken and becomes useless. If too many of these chains, which sustain our national prosperity, are broken, we have a collapse or what is known as a panic or hard times.

We paid Tom Brown. We don't know whether Tom Brown paid John Smith or whether John Smith paid you, but we do know that you haven't paid us.

Will you please do it now or tell us why?

A considerable percentage of the debtors to whom it was sent were small, country-town merchants. The letter brought in the money with a smile from the well-rated customers in the larger cities, but it drew a lot of "wisecracks" from the country-town merchants and too great a number of them seemed to take it as a personal affront.

The letter given below is used in the last half of the eight letter series. It is somewhat longer than those preceding it, but it is getting very satisfactory results considering the age of the account at that time:

Practically every large firm has a man whose duty it is to see that its products are sold for cash or on good credit. Most of these firms are members of credit associations or trade groups whose object is the interchange of credit information for manufacturers, jobbers, merchants, etc., who become members and are entitled to its service. When a buyer gives an order to a company he has never before bought from, the credit man usually secures a report which gives the actual figures from the ledgers of all members who have sold the buyer. The report designates each member by a number known only to that particular member, the highest amount of credit extended, the amount due, the date of sale, and each member's terms to the buyer. The buyer's record is disclosed; that is, how he pays his bills; whether by taking discount, paying when due, or slow; and if slow, *how slow*.

We are members of several associations of this kind and, as such, are

called upon daily to furnish information to other members. According to our ledger, you owe us the amount shown above. If we are in error, please tell us the facts as you know them. Book-keepers will err once in a while and occasionally a salesman will be neglectful in turning in money collected. But if you have not paid us, please do so now or tell us why. If you have any dissatisfaction, we want to know about it so that we can investigate and make whatever adjustment you are entitled to.

Co-operation between us will smooth the way and enable us to keep our business relations, as they always ought to be, congenial and pleasant.

The appeal in this letter is based upon credit protection without resorting to the usual threat that suit or judgment would impair the debtor's credit. It describes a fact, well known to most large merchants, but not so well known to the small merchants. And small merchants are about the only ones it will need to be used on. There isn't much trouble collecting from the large merchants if everything relating to the transaction is in order.

The following letter is the seventh in our eight letter series. It hasn't been in use long, but it shows every indication of being unusually successful. It does two things. 1. It anticipates and answers the natural inertia for writing letters and the inherent dislike for being dunned. 2. It subtly suggests that something beyond the writer's control might happen if it isn't taken care of promptly, without making a threat. The thing a letter suggests to the reader's imagination is far more forceful than a direct statement:

Perhaps you dislike to write letters. So do we.

No doubt you hate to be asked for money, and we would rather not have to ask you.

But your account is already two and a half months overdue and we have stretched our credit policy to the limit in your case. This account will soon be at that age where it automatically passes out of the Credit Department's control, so we must ask you to take care of it promptly.

The last letter in the series is not a threat but a fact. The action indicated is taken if this letter is ignored:

You have been offered several opportunities to explain why the money that

Now..what would you do ?



"I'm just one of those copy writers; John Doe & Co. One of our accounts is a newspaper—and a darned good one, too.

It's the hardest account in the office to write copy for, because there has been more buncombe written of, by, for and about newspapers than any other product or service I know of.

Every paper in the country modestly admits that it is 'first', 'dominant', 'leads' or is 'preferred'; that it's the biggest, the largest, the greatest, etc. Which wouldn't be quite so bad if these claims were not so carefully qualified. It's like claiming to be FIRST—in 96-point, and 'In Auto Accessories'—in 5-point.

This thing of writing copy for a newspaper is a tough job, mates. If I enumerated all the points of superiority of my pa-

per, it'd sound like every other newspaper that advertises.

This paper has the largest daily circulation (afternoon, at that) in city and suburbs; it has a nice big Sunday circulation (all clean circulation, too); it leads in Local Display and in Total Display advertising; it leads in a good many of the principal classifications, namely; Women's Wear, Food, Drug Stores, etc. It has a good merchandising service bureau. It has a gang of thoroly-informed national representatives. It will supply reliable market data to any one interested in its market.

Yes, it's The JOURNAL—out in Portland, Oregon.

Gosh! here's the dead line—and I haven't got that piece of copy written yet. "

The JOURNAL Portland-Oregon

2628

BENJAMIN & KENTNOR CO., Special Representatives
 NEW YORK—2 West 45th St. CHICAGO—203 North Wabash Ave.
 PHILADELPHIA—1524 Chestnut St.
 SAN FRANCISCO—58 Sutter St. LOS ANGELES—117 West Ninth St.
 SEATTLE—H. R. Ferris, 3322 White Bldg.

(The Journal maintains an efficient Merchandising Service Bureau,
 at your disposal for surveys, charts, data, etc.)

THE COPY
WILL BE SET BY A
MEMBER OF THE
*Advertising Typographers
of America*



ROUND out your clients' sales plans with the foregoing selling line. The modern advertiser well knows the importance of attention to composition. He well knows that you're going to a place where he is sure to get exemplary typography. Care in this essential betokens care in the others—merchandising ideas, copy, art work and selection of media. Our members are thoroughly familiar with all publications and their requirements. They never allow themselves to forget that speed is imperative and delay is unpardonable. They will back you up to the limit of their individual power and collective resources.

Members of Advertising Typographers of America

National Headquarters

461 EIGHTH AVENUE • *Printing Crafts Building*
NEW YORK



Typography that

Sets up an Ideal

E. M. DIAMANT TYPOGRAPHIC SERVICE . 195 Lexington Ave., New York
WENDELL W. FISH 919 Union League Building, Los Angeles
FROST BROTHERS 207 West 25th Street, New York
DAVID GILDEA & Co., INC. 22 Thames Street, New York
HAYES-LOCHNER 106 East Austin Avenue, Chicago
MONTAGUE LEE Co., INC. 216 East 45th Street, New York
FREDERIC NELSON PHILLIPS, INC. . 314 East 23rd Street, New York
PROGRESSIVE COMPOSITION Co. . . Ninth at Sansom St., Philadelphia
STANDARD ADVERTISING SERVICE . . 250 West 40th Street, New York
EDWIN H. STUART, INC. 422 First Avenue, Pittsburgh
SUPREME AD SERVICE 229 West 28th Street, New York
TRI-ARTS PRINTING CORP. 27 East 31st Street, New York
TYPOGRAPHIC SERVICE Co. OF N. Y., INC. . 216 East 45th St., New York
THE TYPOGRAPHIC SERVICE Co. . 75 North New Jersey St., Indianapolis
TYPOGRAPHIC SERVICE Co. 417 Pico Street, Los Angeles
KURT H. VOLK, INC. 215 East 37th Street, New York
WARWICK TYPOGRAPHERS, INC. . . . 617 North 8th Street, St. Louis
GEORGE WILLENS & Co. 457 West Fort Street, Detroit
S. WILLENS & Co. 21 South 11th Street, Philadelphia
WOODROW PRESS, INC. 351 West 52nd Street, New York
AD SERVICE Co. 313 West 37th Street, New York
ADVERTISING AGENCIES' SERVICE Co. . 216 East 45th St., New York
ADVERTISING TYPOGRAPHERS, INC. . 231 West 29th Street, New York
THE ADVERTYPE Co., INC. 345 West 39th Street, New York
ASSOCIATED TYPOGRAPHERS, INC. . 460 West 34th Street, New York
BERTSCH & COOPER 154 East Erie Street, Chicago
J. M. BUNDSCHO, INC. 65 East South Water Street, Chicago

is long overdue is being withheld, but so far we have neither been favored with a reply nor a remittance.

It is not our desire to cause you any unpleasantness, but unless we hear from you within a week, your account will be placed with an attorney in your city. He will take whatever action may be necessary to effect collection.

The time for action has now arrived. Whether you reply with a check, an explanation, or both, it must be done quickly.

In each of the letters quoted (also in the others that complete the series) you will note that the way is left open for an explanation. That's important in collection letters. Next to the money, knowledge as to what is holding it back is of almost equal importance.

Pacific Coast Campaign for New Orange Product

California Crushed Fruit, Inc., Los Angeles, is advertising a new product under the name of Mission Orange Dry. A local campaign in newspapers is being conducted for the present but by July newspapers and outdoor advertising throughout the Pacific Coast will be used. This advertising is being directed by the Philip J. Meany Company, Los Angeles advertising agency.

H. S. Wherrett Heads Pittsburgh Plate Glass

H. S. Wherrett, formerly vice-president, has been elected president of the Pittsburgh Plate Glass Company, Pittsburgh, plate glass and Sun Proof paint and varnishes. He succeeds the late Charles W. Brown.

H. B. Higgins succeeds Mr. Wherrett as vice-president and has also been made chairman of the commercial department.

R. J. Maass Joins Isaac Goldmann Company

Richard J. Maass, formerly assistant production manager of the American Colortype Company, New York, and more recently production manager of Rand McNally & Company, New York, has joined the sales staff of the Isaac Goldmann Company, New York printer, as printing counselor.

Transferred by Campbell-Ewald

James P. Leonard has been transferred from the Los Angeles office of the Campbell-Ewald Company, Inc., advertising agency, to the San Francisco office. Donald A. Still will fill the position formerly occupied by Mr. Leonard.

Signs Point to a Better "Looking" Year in Advertising

GENERAL OUTDOOR ADVERTISING CO.
NEW YORK

Editor of PRINTERS' INK:

Either the American Optical Company is paying a subsidy or the Ancient Order of Oculists has a very fine promotion man because in the last few months our already over-worked eyes have been admonished to increase their labors.

Look at your shoes—others do

Look at your hat—everybody does

Look at your ankles—others will

Look at your silver—your guests do

These are but a few of the commands in current advertising. Probably I have missed a few.

H. BELDEN JOSEPH.

M. B. Ericson, President, Biflex Corporation

M. B. Ericson has been elected president of the Biflex Corporation, Waukegan, Ill., Biflex cushion bumpers. He will continue his former position of treasurer but relinquishes the position of secretary which he also held.

W. J. Grotenhuis now holds the positions of vice-president and secretary and W. E. Ericson is vice-president in charge of sales. W. G. Pancoast, formerly president, has become chairman of the board.

Bates Expanded Steel Appoints Paul A. Florian

The Bates Expanded Steel Truss Company, East Chicago, Ind., has appointed the Paul A. Florian Advertising Agency, Chicago, to direct its advertising account. Technical papers will be used.

Condé Nast Reports Larger Earnings

The Condé Nast Publications, Inc., New York, including foreign subsidiaries, for the year ended December 31, reports a net income of \$1,213,903, after charges and Federal taxes. This compares with \$1,011,240 in 1926.

New Account for Paschall Agency

The Standard Poultry Supply Company, Binghamton, N. Y., has placed its advertising account with Irvin F. Paschall, Inc., Chicago advertising agency. Poultry sections of newspapers and direct mail will be used.

Death of Battle Clark

Battle Clark, business manager of the Nashville, Tenn., *Banner*, died recently at that city. At the time of his death he had almost completed fifty years of service with that paper.

Advertising Is Important Factor in Trade-Mark Disputes

Some Recent Decisions by the Patent Office

(Special Washington Correspondence)
TO a greater extent than ever before, it appears, the Patent Office is recognizing the fact that advertising may be responsible for the major part of the value acquired by a trade-mark. In three important and recent decisions, advertising is specifically mentioned and seems to have been considered as an important factor.

In the case of the Standard Oil Company of California against the Marine Oil Company, Ltd., the latter appealed to the Commissioner of Patents from a decision of the examiner of interferences sustaining an opposition of the Standard company. The mark sought to be registered by the Marine Oil Company consists of the term "Merolene" as a trade-mark for lubricating oils, and the opposition was based on the prior use and registration of the term "Zerolene" by the Standard company as a trade-mark for the same goods.

The Commissioner's decision states that it appeared from the testimony of the Standard company that its mark has been very extensively used and that large sums have been expended in advertising goods identified by the mark. "Registration was obtained both of the word alone and in connection with the pictorial representation of a polar bear on a cake of ice . . . and, as appears from the exhibits filed, the advertisements show both variants of the mark."

The two words, "Merolene" and "Zerolene," according to the decision, are deemed to be so similar that their contemporaneous use upon the same goods would be likely to cause confusion in trade. It was held that since these words differ only in their first letter, it is only when carefully examined that the difference would be observed.

In its answer to the opposition, the Marine Oil Company cited a large number of prior registrations consisting of words ending in the

syllable "lene"; but both the examiner of trade-mark interferences and the Commissioner found that many of these registrations bear a date of issue subsequent to the proved date of use of "Merolene." Moreover, it was found that there is less similarity between "Zerolene" and any of the registered marks cited than there is between "Merolene" and "Zerolene."

The Marine Oil Company also cited the decision in the case of the Petroleum Oil Company v. Havoline Oil Company (211 Fed. Rep. 189), in which the court pointed out that the suffix "oline" had become familiar in connection with oil products and held that the mark "Havoline" was not an infringement of the mark "Valvoline." But the Commissioner found that the marks in this case are obviously less alike, both as to appearance and sound, than the marks involved, and added that whether the two words, "Merolene" and "Zerolene," be considered in their entirety, or merely as to the first two syllables, he believed that the similarity of the two marks was such as to cause likelihood of confusion by their contemporaneous use.

EXAMINER'S DECISIONS AFFIRMED

The Commissioner held that in order to sustain an opposition it is not necessary that the opposer show anything more than a likelihood of damage. In affirming the decision of the examiner, which sustained the opposition of the Standard company, he concluded, "If there is any doubt as to the similarity of these marks, under the well-settled practice that doubt must be resolved against the later comer."

In another case, Pinaud, Incorporated, entered an opposition against the registration of the notation "L'Ile de France," for use on perfumes, by Renaud Et Cie of America. Pinaud alleged ownership of the trade-mark "Lilas de

SPEAKING

Total April Lineage
National Farm Papers:

1st _____
2nd Capper's Farmer
3rd _____
4th _____
5th _____
6th _____

*M

OF GAINS

—and not many are

Capper's Farmer is leading the national farm field in lineage gains* for the first four months of 1928.

. . . just as it did for the entire year 1927.

Thank you!

*MORE THAN 16,000 LINES



BEAUTIFUL BUT—

A beautiful face may have no brains behind it. So a piece of printing may be an exquisite example of the typographer's art, yet lack that subtle appeal we call "IT."

"IT" is the message that gets across and produces results—the vital spark that strikes fire in the reader's mind and produces a favorable re-action.

May we show you specimens of "IT" printing created by the direct-mail advertising staff of Isaac Goldmann Company?

Some are plain, some are beautiful. All were effective.

Isaac Goldmann Company
ESTABLISHED 1876

PRINTING OF EVERY DESCRIPTION

80 LAFAYETTE ST.
NEW YORK, N.Y.

TELEPHONE
WORTH 9430



France," used on perfumed toilet water. The testimony in behalf of Pinaud showed continuous use of this mark from a period as early as 1890.

The decision comments on the question as to whether the Pinaud mark is descriptive, and concludes that the long period of use entitles Pinaud to the benefit of the ten-year clause of the Trade-Mark Act of February 20, 1905. Evidence to the effect that the Pinaud mark is very widely known, and that substantially \$150,000 annually has been spent in advertising the Pinaud goods in connection with the mark, is emphasized by the decision, which adds the further comment that the company is in possession of a valuable good-will as an asset to its business.

The goods were found to be substantially identical, and Pinaud was recognized as being long prior in the field. Hence the decision rules that if any doubt existed it must be resolved against Renaud, in accordance with the usual practice. The two marks were found not to be identical, pronounced differently as to the first word, and to have different meanings to any one familiar with the French language.

"They do, however," the decision continues, "look alike and would be likely to be pronounced substantially alike by one unfamiliar with the French language, and they are believed to be so similar as to create confusion in the mind of the average purchaser. Such a purchaser would give little significance to the apostrophe appearing in the first word of the applicant's mark and would pronounce such words substantially as if such apostrophe were absent. The first three letters of the first word of each mark are identical and the two other words, *De France*, are identical. Looked at as a whole, the two marks are too near alike to be distinguished by purchasers of average intelligence and care when such marks appear upon these goods in the same market." The decision then affirms the opinion of the examiner of interferences which sustained the opposition and adjudged that Renaud was not entitled to the registration for which it applied.

The third decision is the result of an appeal from a decision of the examiner of interferences by Mulhens & Kropff, Inc., who opposed the registration by the Armol Chemical Company of the notation "7-11," appearing upon an elongated black background, and used upon a liquid preparation for the treatment of colds, grippe, chills and fever, malaria and biliousness, and for use as a blood purifier.

Mulhens & Kropff claimed ownership of the mark "4711," used upon antiseptic mouth wash and scalp remedies, cold cream, sachet powder, toilet and face powder, bath salts, and a variety of external preparations. In all, it was shown that six registrations had been secured on "4711," dated from May, 1882, to June, 1921, and the decision accepted the registrations as evidence that the mark had been used on most of the goods noted continuously since the year 1878, or thereabout. Then the decision takes notice of the fact that Mulhens & Kropff have extensively and continuously advertised and distributed their goods in connection with the mark "4711" throughout the United States and that both the goods and the trade-mark are, as a result, widely and favorably known.

QUESTIONS CONSIDERED

The two questions considered by the decision are the similarity of the goods and of the marks, and it expresses the belief that The Armol Chemical Company adopted a material and prominent portion of the Mulhens & Kropff trade-mark, and adds: "If the goods were deemed to possess the same descriptive properties, it is evident the applicant should be denied registration."

However, the decision held that the goods of the parties do not possess the same descriptive properties, for the reason that internal medicines are quite distinctive as to the purpose for which they are used from the externally applied solutions and other preparations identified by the "4711" mark. "Of course, no contention is made that a purchaser would mistake the applicant's goods for those of the opposer, but it is argued on behalf

of the latter that one familiar with its goods and seeing the applicant's mark upon the internal medicine would be led to think both classes of goods had the same origin."

While this contention seems logical, in view of the fact that the "4711" mark has been widely advertised, the Patent Office did not consider it sound and expressed the belief that it could not be maintained. "The goods of the opposer," the decision reads, "are not intended as remedies for the sick, and their only use being external, it is regarded as improbable that a purchaser seeking a remedy for his illness, and being aware of the opposer's goods and trade-mark, would think the medicine he was purchasing under the applicant's mark was made by the opposer." The decision then affirms the examiner of trade-mark interferences in dismissing the opposition and adjudging the applicant entitled to the registration for its trade-mark "7-11."

Cotton Manufacturers to Hear Advertising Discussed

The National Association of Cotton Manufacturers will devote an afternoon session to the subject of advertising, during the convention being held this week at Providence, R. I. Newspaper advertising will be discussed by F. Guy Davis, of the American Newspaper Publishers Association. Stanley R. Latshaw, of the Butterick Publishing Company, will speak on magazines. Outdoor and specialty advertising will be covered by S. N. Holliday, of the General Outdoor Advertising Company.

V. H. Porter Heads Trade Publications, Inc.

Verne H. Porter, vice-president and secretary of Trade Publications, Inc., New York, has been elected president. Frederick S. Sly was made vice-president and treasurer, and Burton T. Bush vice-president and secretary. Both Mr. Sly and Mr. Bush have been with the company since its organization last year.

Webster Tallant Joins Western Staff of "Good Housekeeping"

Webster Tallant, formerly assistant to the president of the National Laundry Owners Association, LaSalle, Ill., has joined the Western staff of *Good Housekeeping*.

"Count Me Out, If It Costs Anything"

Co-operative advertising, unless it has the solid backing of all the branches of the industry it is designed to help, rarely attains the objectives it seeks. The gap in its ranks forms a point of entry for the competing industry's wedges. That gap perhaps is never more vulnerable than when caused by some branch of the industry which replies to requests for its co-operation, "Count me out if it costs anything."

E. J. Curtis, vice-president of the Curtis Companies, Inc., Clinton, Iowa, brought that point of view to the Millwork Cost Bureau at its annual convention in Chicago last week. As president of the Bureau he urged greater interest in advertising and trade promotion and especially more willingness on the part of manufacturers of millwork to co-operate with other branches of the building industry.

As a result, the Millwork Cost Bureau will have a part in the work of home modernization recently launched by about seventy manufacturers of building materials, trade associations and factors in the building industry. Together with Mr. Curtis, Oscar W. Rosenthal of the Associated General Contractors of America helped bring about this decision at Chicago by his description of the co-operative advertising activities of Illinois contractors. Within two months, he said, campaigns using full pages in fifty Illinois cities will be under way. Where this advertising does not appear to be producing the desired results, within a reasonable time limit, contractors are prepared to buy buildings which need modernizing. These will be rebuilt and used for demonstration purposes.

Rockwell Hinkley Returns to Will Howell and Associates

Rockwell Hinkley, who, prior to severing his connection a year ago, was for several years with Will Howell and Associates, Inc., Chicago, direct-mail advertising, has rejoined this organization. He will specialize in creative work.

E. J. Enoch with J. F. Sturdy's Sons Company

Edwin J. Enoch, formerly advertising manager of the Weidlich Bros. Manufacturing Company, Bridgeport, Conn., has been made advertising sales promotion manager of the J. F. Sturdy's Sons Company, Attleboro, Mass., maker of Sturdy jewelry.

Coty, Inc., Acquires Interest in Marie Earle, Inc.

Coty, Inc., New York, perfumes, has acquired an interest in Marie Earle, Inc., New York, toilet preparations. Miss Marie Earle continues as president. Oren V. Jones has been appointed general manager of Marie Earle, Inc.



Prosperity Is Written All Over The Washington Market

Greater Washington, which includes the District of Columbia and the 25-mile shopping radius into Maryland and Virginia, is busy with business. A normal condition—where trade and traffic pursue the even tenor of their way unhampered by industrial vicissitudes.*

Here is a market stabilized by the requirements of nearly 800,000 people—with need for the commodities, taste for the luxuries; and the financial ability to gratify both.

This is a logical creative market—because the consumer influence here radiates into every part of the country.

Do you realize there are more people in the compact area of the City of Washington and its shopping radius than in any one of 14 states?

This market is completely and influentially reached by ONE paper—THE STAR—Evening and Sunday. Every point—in town and out—is covered by direct delivery service, which places The Star every evening and every Sunday morning INTO THE HOMES.

*The Federal Government is just embarking upon a building program involving the expenditure of \$200,000,000 or more.

The Statistical Department of the Star will be glad to furnish any specific information concerning this market that may be desired.

The Evening Star.

With Sunday Morning Edition

WASHINGTON, D. C.

New York Office:
DAN A. CARROLL
110 E. 42nd Street

Chicago Office:
J. E. LUTZ
Tower Building

Next-doors

A situation exists in Boston that is not paralleled in any other large American city—a peculiar division of the population into two great groups. Families living side by side may be friends—yet in certain matters they are total strangers. This separation is not based on mass or class, but is established largely by heredity, by tradition, preference and environment. The stranger moving into Boston immediately senses the difference and, he too immediately is associated with one of the two groups. The barrier—intangible as it is—is real.

No national advertiser can hope to win success for his wares in the Boston Market until he recognizes the unalterable division of its people and is prepared to base his advertising plans accordingly, for no one Boston newspaper is read by both the population groups.

It is not possible to cover Boston advertisingly on a basis of circulation alone. The Boston Herald-Traveler



Advertising Representative:
GEO. A. McDEVITT CO.
250 Park Ave., New York, N. Y.
914 Peoples Gas Bldg.,
Chicago, Ill.



For six years the Herald-Traveler has been first in National Advertising, including all financial, automobile and publication advertising, among Boston newspapers.

strangers—



is not the largest of the major newspapers in point of circulation, but in volume of national advertising, including all financial, automobile and publication advertising, the Herald-Traveler *leads every other Boston newspaper*. The Herald-Traveler represents one group of the divided population—three other Boston newspapers represent the other. The volume of national advertising carried by the Herald-Traveler is evidence that the group it serves is the more responsive to advertising and the more profitable market.

In the suburbs of highest per capita wealth, Herald-Traveler circulation is greatest. Herald-Traveler readers cannot be covered by any other newspaper or combination of newspapers. For that reason, every advertising campaign aimed at a complete coverage of the Business Boston area must include the Herald-Traveler first, and one of the other daily Boston newspapers.

BOSTON HERALD-TRAVELER

Advertising Representative:
GEO. A. McDEVITT CO.
250 Park Ave., New York, N. Y.
914 Peoples Gas Bldg.,
Chicago, Ill.



For six years the Herald-Traveler has been first in National Advertising, including all financial, automobile and publication advertising, among Boston newspapers.

342,752 Wage Earners In Michigan

(Outside of Detroit)

Earn the Largest Average Wage Of All North Central States

The average wage paid 342,752 wage earners in Michigan (outside of Detroit) according to the latest United States government census was \$1,543.00. This is the largest average wage paid in the north central states and is exceeded by a small amount in only five states.

These figures include the upper peninsula of Michigan where wages are much lower than in the Booth Newspaper Area. If it were possible to obtain figures for The Booth Newspaper Area only, the average would be considerably higher.

These eight evening newspapers reach this concentrated buying power—they are the only newspapers in seven of the centers and the dominant and only evening medium in the eighth.

Combined Daily Average Net Paid Circulation

271,662

Grand Rapids Press
Flint Daily Journal
Jackson Citizen Patriot
Bay City Daily Times

Saginaw Daily News
Kalamazoo Gazette
Muskegon Chronicle
Ann Arbor Daily News

I. A. KLEIN, Eastern Representative
50 East 42nd St., New York

J. E. LUTZ, Western Representative
6 North Michigan Ave., Chicago

THE BOOTH PUBLISHING CO.

Meeting the Argument, "We Are Satisfied—Why Change?"

How a Newcomer May Break into an Industrial Market When Competitors Already There Have It Practically Sewed Up

GOLCONDA DIAMOND PRODUCTS CO.
CHICAGO

Editor of PRINTERS' INK:

I am wondering if you have any published articles on how to meet the "we-are-perfectly-satisfied-with-what-we-have" attitude. If there are no discussions on record will you be kind enough to write something about it?

To help you understand our problem, perhaps a few details may be in order. Our product can be used by a limited number, probably 500 all told. Up to three years ago, manufacturer "A" had practically the entire field to himself. We have succeeded in establishing our business on a basis of high quality, service and fair dealing.

Although we are second to "A," we find it hard to make much progress. The biggest obstacle is to meet the old argument, "We are satisfied with what we have, so why change?" We tried to overcome this objection by submitting copies of endorsement letters from satisfied users, we showed actual records of savings to many users, etc.

Any suggestion that you can make us on how to solve this problem will be greatly appreciated.

GOLCONDA DIAMOND PRODUCTS CO.

ONE sales manager of an electrical tool company, when the question in our correspondent's letter was put to him, said: "In some instances I have been able to overcome the objection, but in others it has been impossible." So the problem stated in the above letter is a very real one.

R. T. Turner, sales manager of the Shepard Electric Crane & Hoist Co., said: "It has never been our policy to argue with a customer when he expresses this state of mind. We merely point out some competitor or friend who formerly used his present methods and demonstrate how much more pleased he is at the present time when using our equipment. This can be pointed out by showing how a change in methods resulting from the application of our equipment, or by reduced costs of maintenance, upkeep, liability, making it easier for his workmen, reducing labor turnover, or other similar advantages, it has proved better equipment to

purchase, even at a higher initial figure."

E. J. Heimer, sales manager of Barrett-Cravens Company, refers to his company's Sales Data Book No. 1. "The specific question asked," said Mr. Heimer, "would be answered as follows:

"That, then, gives me a better opportunity to emphatically impress you with the guaranteed easier lift and quicker operation, as well as the superiority of a truck that lifts with a single stroke of the handle, and from any angle. We make what appears to be broad claims for our equipment, and unless a firm is using other makes, it is difficult for us to prove all we claim. You, however, are fortunately situated in having other trucks. You can have an actual test in your plant, under your own conditions, and with yourself as the sole judge. You owe it to yourself to see the Barrett-Lift-truck in operation—so as to establish the standardization for the future."

A number of articles have been published in the PRINTERS' INK Publications on the general subject of "Answers to Sales Objections." A survey of the entire subject shows, in addition to the points contained in the answers herein quoted, other good answers, as follows:

1. *Investment.* Some buyers are more interested in a purchase on the ground of investment than in arguments presenting records of savings or economical operation.

2. *Special orders.* Almost every manufacturer has occasional special jobs or introductory installations which must be given particular care. Suggesting a trial of a new product on special orders only, or orders involving greater care, accuracy, better finish, and the like; or suggesting the use of the new product merely as a test

or experiment to see whether something extra might not be accomplished, sometimes arouses the interest of a buyer or plant man in a demonstration where long use or familiarity with the product in use has become an old story devoid of interest.

3. *Odd uses.* There are always cases in a plant where the standardized product is not so efficient as it might be. A buyer's interest will often be won to some such proposition as the following: "Tabulate all the uses you now make of Product A and note after each the rate of efficiency. Try our product for those that fall below a certain rating."

4. *Understudy to the Star.* It is never good for a plant to be dependent upon a single source of supply. Every new product, when it has merit, should be given a trial in order to find out what it will do and whether it may be depended upon in case the product in use should fail.

A list of all articles which have been published in **PRINTERS' INK** and **PRINTERS' INK MONTHLY** on this subject is available to those who will write for it.—[Ed. **PRINTERS' INK**.]

Benjamin Electric Manufacturing Appointments

G. B. Weber has been made manager of refrigerator sales of the Benjamin Electric Manufacturing Company, Chicago. He has been in charge of sales of the commercial stamping and enameled division. R. W. Staud, advertising manager of this company, will direct the advertising and sales promotion of the refrigerator division.

M. C. Lodge with M. P. Gould Agency

M. C. Lodge has joined the staff of the M. P. Gould Company, Inc., New York advertising agency, as head of the promotional department of the retail division. He formerly was with Foote & Morgan, Inc., New York.

Coffee Account to Peck Agency

Jos. Martinson, New York, has appointed the Peck Advertising Agency, Inc., New York, to direct the advertising of Martinson's coffee; Newspaper and rotogravure advertising will be used.

Advertises Airplanes in Newspapers

The time is ripe for the advertising of airplanes to the public, in the opinion of Watson Airport, Inc., Cincinnati, which is acting on its conviction and using newspaper space to encourage the man on the street to buy an airplane. In its first advertisement, the advertiser offers to teach the prospective purchaser to fly.

Another problem that quite naturally confronts the new air traveler has to do with housing his machine. This is taken care of by the advertiser who offers to rent hangar space and to arrange for servicing the plane. The model advertised is a Travel-Air Cloudster, three seater sport model. Watson Airport is the sole distributor in Ohio for these planes which are offered for sale at a price I. T. A., Wichita, Kans. An asterisk explains that I. T. A. means "in the air, the same as F. O. B."

This series of advertisements is being handled by the Julian J. Behr Company, Inc., Cincinnati advertising agency.

Grand Central Palace Appoints P. P. Carney

Peter P. Carney, who joined the Mennen Company, Newark, N. J., several months ago as advertising and promotion manager, has resigned to become advertising and publicity manager of the Grand Central Palace, New York exposition building, effective May 1. He formerly was with the Remington Arms Company, Inc., New York.

C. D. Barradale, who has been with the sales department of the Mennen Company, succeeds Mr. Carney as advertising and promotion manager.

William J. Grover Company Adds to Staff

A. C. Eversole, formerly with the Artkraft Sign Company, Lima, Ohio, has joined the art staff of The William J. Grover Company, advertising, of that city.

J. F. Maxwell, formerly with the Toledo Blade, has joined the copy staff of the Grover company.

Fred Ellsworth Joins Broderick Company

Fred Ellsworth, formerly sales manager for the Merchants Publishing Company, Kalamazoo, calendars and advertising specialties, has joined The Broderick Company, St. Paul, also a manufacturer of advertising specialties.

Food Canner Plans Campaign

Charles G. Summers, Jr., Inc., New Freedom, Pa., food canning, is planning an advertising campaign in magazines and trade papers. The Winfield D. Davis Company, Baltimore advertising agency, has been appointed to direct this campaign.

The coverage offered by THE SUNDAY PHILADELPHIA INQUIRER in Color-Rotogravure is supreme in Philadelphia. The following figures show the comparison with the other two Sunday newspapers, which however, do NOT have color-rotogravure facilities.

	City	City and Suburban
<i>The Sunday Inquirer</i>	261,263	381,599
<i>The Sunday Record</i>	56,570	90,819
<i>The Sunday Ledger</i>	152,287	259,444

(Publishers' Statements, Six Months Ending September 30, 1927)

In City circulation, THE INQUIRER leads BOTH newspapers combined by 52,406 copies and the nearest paper by 108,976 copies. In City and Suburban coverage THE INQUIRER leads BOTH combined by a margin of 31,336 and the nearest paper by 122,155 copies.

Six pages of color-rotogravure advertising are printed every week in THE SUNDAY INQUIRER. These pages have proven so resultful that all available color pages for 1928 have been sold. Reservations should be made now for 1929.

COLOR-ROTOGRAVURE RATES

	Per Page
1 Page	\$3500
3 Pages	\$3250
7 Pages	\$3000

The Philadelphia Inquirer

PENNSYLVANIA'S GREATEST NEWSPAPER

New York
9 E. 40th Street

Philadelphia
Elverson Bldg.

Chicago
360 No. Michigan Ave.

"I Don't Like That Ad"

*A Phrase on the Tip of Everybody's Tongue
That Marks One of the Most Dangerous
Practices in Advertising*

IN JUDGING an advertisement, let the buying public be your guide. Individual likes or dislikes usually count for nothing.

The only ad that merits being called a good ad is one that has functioned as a selling power—*not on an advertising desk, but in publication.*

On the other hand, the only ad that deserves condemnation is one that *after test* has failed in selling goods to the public.

No individual—"advertising expert" or layman—has a right to render a final opinion on any other basis. One person's guess is as good as another's. The real answer is written in the cash book.

One never hears a production manager say, "I don't like the *looks* of that machine—guess we had better not consider it."

If it produces more parts at less cost than any other machine of its kind, it's beautiful in his eyes.

All other factors in business are decided just that way: Not on likes or dislikes, but on facts and information.

That is, all other factors in business EXCEPT advertising. That's open game for everybody.

Opinions are rendered by everyone from the office boy to the president's secretary. Men take proofs home to get criticisms from their wives.

Then somebody says, "I Don't Like That Ad." And the chapter closes.

The ad has been put to every test except the one that counts. It has been judged for color, typography, choice of words, and appearance—but not even remotely, *for results.*

The only way to *know* whether an ad is a good ad or a poor ad is to *test* it.

And the only question to ask of any ad is, "What *results* has this ad shown in a test."

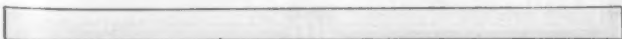
There are simple and inexpensive ways of getting an answer to that question. Of *testing* advertising *before it goes* to the millions. Find out what those ways are, and use them.

▲ ▲ ▲

BLACKETT and SAMPLE, Inc.

E. F. Hummert, *Vice-President and Editor*

58 East Washington Street, Chicago



ONE OF 60,000 PHOTOGRAPHS



Why "Crab" an ad with a dull illustration?

Since the purpose of advertising art is to compel attention, it is obvious that the most striking pictures command the greatest and quickest reader interest.

The man who made the above "attention getter" has a real knack of obtaining the unusual angle on anything he photographs. His collection is bulging with striking illustrations.

We welcome opportunities of submitting work to prove the superiority of

PHOTOGRAPHS BY

H. ARMSTRONG ROBERTS

4201 LOCUST ST.



PHILADELPHIA, PA.

Finding Out What the Trade Thinks of Consumer Advertising

The Trenton Potteries Company Staged a Contest among Its Salesmen to Get Comments from Jobbers on Its Advertising

By John A. Lutz

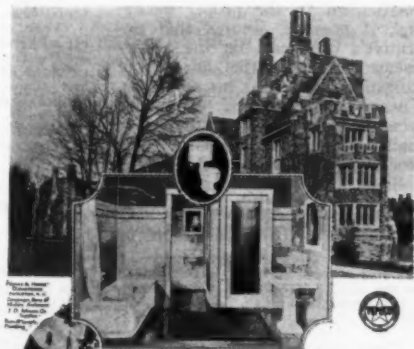
DOES the trade approve of consumer advertising by the manufacturer? Does the trade read such consumer advertising? If so, what does it think of it? Do salesmen realize the importance of consumer advertising? Do they read and talk the advertising of their companies to their customers?

These are some of the questions which arise in the minds of every manufacturer. These are some of the questions the answers to which M. W. Lansing, advertising manager of the Trenton Potteries Company, Trenton, N. J., determined to find out.

The mediums used by this company included business papers and a number of magazines going to the ultimate consumer. It was the advertisements in these general publications about which the information was desired. The campaign was fundamentally a promotional one; to promote the use of better plumbing fixtures; to create a demand on the part of the "specifying" public which would be reflected in the increased size of the orders coming to the trade and from the trade to the Trenton Potteries Company.

Mr. Lansing, with the aid of a committee of his salesmen, formulated a contest among the company's representatives in the field, through which the company's ad-

vertising would be brought directly to the attention of the proper persons in the various supply houses. Evidence in the form of signatures would prove that the company's

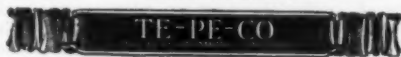


WHEN you install Te-pe-co All-Clay Plumbing Fixtures you buy the best that can be produced. They are guaranteed to be equal in quality and durability with any sanitary ware made.

The Trenton Potteries Company makes but one grade of ware—the best that we can produce—and sell it at reasonable prices. We sell no seconds or blemish. Our ware is guaranteed to be equal in quality and durability to any sanitary ware made in the world. The Te-pe-co Trade Mark is found on all goods manufactured by this company and is your guarantee that you have received what you paid for.

THE TRENTON POTTERIES COMPANY
TRENTON, NEW JERSEY, U.S.A.

Philadelphia New York San Francisco Boston
World's Largest Makers of All-Clay Plumbing Fixtures



ONE OF THE CONSUMER ADVERTISEMENTS WHICH THE SALESMEN PRESENTED TO THE TRADE FOR COMMENT

advertising had been brought to the attention of the proper executives of the jobbing houses. The contest also aimed to receive concrete comments as to the value of the advertising, the impression it was making on the trade, the correctness of the copy angle, etc.

Of course, in order to have the

company's representatives merchandise the company's advertising as well as, or even rather than, the company's products, some incentive was offered in the form of money prizes—\$100 for the winner and \$50 for the "runner up."

The plan was simple in creation and just as simple in execution. Each one of the company's representatives was supplied with current copies of the publications in which the company's consumer advertising was appearing. When a call was made upon a supply house the salesman showed the advertisement to the proper person and, if possible, secured that executive's comments on the advertisement or on the advertising campaign, as well as his signature. These signatures and comments, secured on postal cards, were mailed back to the company. The wording of the card read as follows:

The Trenton Potteries Company,
Trenton, New Jersey, U. S. A.
Gentlemen:

Your representative, Mr.
has just shown me your advertisement
in the issue of the
I have read it through. My comments
are

Then was left space for a line or two of comment and for the name of the executive, his position in the company, and the name of the plumbing supply house.

In order to have the representative get as "high up" in the supply house organization as possible, credits were graded—1, 2, and 3 points according to the position of the person who signed the postal card. As a result of this grading of credits the winning salesman scored 425 points during the four months of the contest. It was found from the signatures on the cards returned that the salesmen were bringing the advertising to the attention of just those executives in the supply houses who should know about it. It was found, too, from the comments that with few exceptions most of these executives were very much enlightened as to the type of advertising being done by the company and with the results that the advertising was getting for them.

During the four months of the contest the total number of cards returned—not points scored—was 827.

The comments made by the executives of the plumbing supply houses were brief but to the point. All were not favorable, but this only emphasized the sincerity of the information obtained. Here are a few examples:

"Should increase jobbers' business of high-class fixtures."

"Helps put over better bath rooms."

"Good copy; shows you make but one quality."

"Brings many live prospects from actual home builders."

"Very much in favor of this kind of advertising."

"Too much 'kick back'."

"Your advertising educates the architect to specify better plumbing and the public to demand it."

"Like it—we need more of this kind of advertising."

"Your reference to 'culls' or 'seconds' may lead the public to suspect that other makers sell such ware and this indirectly injures the industry."

"Less printed matter would be better."

In some cases the salesmen reported objections to the advertising because it made it difficult to market products that were not up to Trenton Potteries' standard.

Like all efforts involving a departure from routine on the part of a salesman, the first reports from the field were somewhat discouraging. Some of the salesmen felt that it would be impossible to secure the signatures of executives at the top because they were of the opinion that these men would not particularly care to express their opinions of it. As the contest progressed, however, these same salesmen found that they were mistaken; they found that the trade was interested in the manufacturer's consumer advertising, and that it appreciated what the manufacturer was doing to increase consumer demand. Some salesmen, too, thought that such a contest lowered their dignity and were somewhat embarrassed for fear that their customers might conclude that the manufacturer was checking up on their efforts. This feeling, however, was soon dissipated when the contest got into full swing and by the reception

"Ask LA NACION about ARGENTINA"

LEADERSHIP IN PRESENTATION

NOTE THE *MAKE-UP OF LA NACION

. . . IT HAS THAT NOTE OF DIGNITY WHICH GIVES IT THE DISTINCTION POSSESSED ONLY BY THE WORLD'S GREATEST NEWSPAPERS. THE FIRST PAGE IS DEVOTED ENTIRELY TO NEWS.

THE MAKE-UP AND PRESENTATION OF NEWS OF LA NACION OF BUENOS AIRES ARE IN LINE WITH THE HIGHEST AND MOST MODERN CONCEPTS OF JOURNALISM. THESE ARE FURTHER REASONS WHY IN ARGENTINA, LA NACION HAS:

*PRESTIGE—SUPERIOR COVERAGE —
EXTRAORDINARY PULLING POWER.*

*Write for sample copy and rates of LA NACION. Upon request, we will also be pleased to send you, without obligation, copies of "Advertising in Argentina" and "Certified Circulation."

Editorial and General Offices in
the United States:
W. W. DAVIES
Correspondent and General
Representative
383 Madison Ave., New York

United States Advertising
Representatives:
S. S. KOPPE & CO., Inc.
Times Building
New York
Telephone: Bryant 6900

LA NACION

of Buenos Aires

"Ask ARGENTINA about LA NACION"

which the men received at the hands of the executives.

The information secured proved a very valuable check-up as to the correctness of the copy theme. Moreover, it was secured at first hand by the company's own representatives in the field, who knew the trade and who were therefore in a better position to get a true cross-section and a true reaction than would a corps of men specially sent into the field for this research work. The executives were undoubtedly more willing to express their opinions to salesmen whom they knew than they would have been to research men.

The contest had other important results: It stimulated enthusiasm on the part of the company's salesmen for the company's advertising. It brought the salesmen closer to the home office and to its plans. This was very pronouncedly brought out at a sales conference when the salesmen stated that they had discovered far more interest in advertising on the part of the jobber than they had realized existed. It entrenched more strongly in the minds of the salesmen advertising, *per se*, as an aid to sales. This was evidenced in the interest shown by the salesmen in the company's plans for future advertising.

New Account for G. Howard Harmon

The Schnabel Medicine Corporation, New York, has appointed G. Howard Harmon, Inc., advertising agency, also of that city, to direct the advertising account of Gombault's Caustic Balm, a liniment. Farm papers are being used.

Eugenia Dodd with Ferry-Hanley

Eugenia Dodd, formerly with George Batten Company, New York, and at one time with *Harper's Bazar*, is now on the copy and service staff of the Ferry-Hanley Advertising Company, at Chicago.

Lucian Bernhard on New York University Faculty

Lucian Bernhard, commercial artist and designer of type, has been appointed to the faculty of New York University as lecturer on Fine Arts.

Life Insurance for March Shows Gain

New life insurance production was 3.4 per cent greater during March, this year, than during the same month last year, according to a report of the Association of Life Insurance Presidents made to the United States Department of Commerce.

The total of new business of all classes was \$1,122,364,000 for March, this year, against \$1,085,483,000 for March, 1927. The total amount for the first three months of this year was \$2,945,125,000, against \$2,821,186,000 for the first three months of last year, an increase of 4.4 per cent.

These figures are based on the reports of forty-four companies which have 82 per cent of the total volume of life insurance outstanding in all United States legal reserve companies.

New Air Mail from New York to New Orleans

On May 1 a new air mail service will be started from New York to New Orleans, via Atlanta. The planes will make intermediate stops at Philadelphia, Washington, Richmond, Winston-Salem, Greensboro, N. C., Spartanburg, S. C., Birmingham and Mobile, Ala.

Appoint Cook & Elliott

The 10,000 Lakes Golfer and Outdoor Magazine, Minneapolis, has appointed Cook & Elliott, publishers' representatives, as its Eastern advertising representatives.

The Social Spectator, New York, has appointed this organization as its national advertising representative.

Packard Reports Large Increase in Profits

The net profit of the Packard Motor Car Company, Detroit, was \$10,146,535 after charges and Federal taxes for the six-month period ended February 29, 1928. This compares with a net profit of \$5,909,038 for the corresponding months of last year.

Gillette First Quarter Net Profit Gains

The Gillette Safety Razor Company, Boston, Mass., for the quarter ended March 31, 1928, reports a net profit of \$4,434,782, after charges and taxes, against \$3,985,375, in the first quarter of 1927.

A. F. Hartranft Leaves Reading Iron Company

A. F. Hartranft has resigned as advertising manager of the Reading Iron Company, Reading, Pa., to enter the men's handkerchief manufacturing business under his own name at that city.



Who Reads The Indianapolis Times?



Scripps-Howard

Indianapolis Times readers own radios—play bridge—respond actively and spontaneously to the social urge. This is proved by the fact that hundreds of complaints poured into the Times office recently when a surplus of advertising lineage forced the omission of the advance notice of the U. S. Playing Card Company's weekly bridge-broadcast. Incidentally, the Times is the only

Indianapolis newspaper which co-operates with the U. S. Playing Card Company in its bridge-by-radio programs—and the only Indianapolis newspaper which carries that company's advertising.

The Times Market

OVER 65,000 FAMILIES

most of whom read ONLY the Times

TO COVER INDIANAPOLIS YOU MUST USE THE TIMES

RADIO

THE NEW YORK TIMES

RAILROADS REQUEST SHORT WAVE RADIO

They Ask National Commission
to Reserve Band for Train Com-
munication by Telephone.

NEW YORK SURVEY IS MADE

Caldwell Finds Popularity of Three
Stations Has Increased and
Four Diminished.

Special to The New York Times.

WASHINGTON, April 11.—A sug-
gestion was made to the Radio Com-
mission today by the Radio Commit-
tee of the American Railway Asso-
ciation that "one or more blocks
be reserved for train com-
munication, to be located at the
disposal of the railroad companies."

Commissioner Caldwell reported the
results of conferences with both
listeners and broadcasters in New
York City. He stated that there
seemed to be a consensus of opinion
that New York needs only ten or
twelve broadcasting stations. He
found that WOR has shown great im-
provement and that it is the most
popular station in and about New
York. Others in the same class he
found are WEAJ and WJZ. Stations
which showed in his survey about a
50 per cent. reduction in popularity
were WABC, WNYC, WRNY and
WHN.

He made his survey, Mr. Caldwell
stated, to determine the value of in-
terest in stations on the part of the
listeners.

Station Changes Authorized.

Commissioner Caldwell today announced

ip

E

est
en
ST
it
i-
d
:

A
arc
of
P.
St.
rad
loc

6:

7:

7:

8:

9:

10:

8:30

9:00

10:00

11:00

12:00

1:00

2:00

3:00

4:00

5:00

6:00

7:00

8:00

WOR FIRST

Among Metropolitan Stations

*—says Commissioner Caldwell
of the Federal Radio Commission*

Of course we have realized for a long time that W O R has been in the front rank of popularity among stations in the New York Metropolitan District.

And W O R has been growing so fast in popularity that we are not surprised to learn that Commissioner Caldwell ranks W O R "the most popular station in and about New York."

Certainly that popularity explains why time on W O R has been scheduled up so fast by advertisers—that and the amazing things that advertisers find that they can do over the air to-day.

Soon schedules on the air will be *filled*.

Will you have made provision to have registered your position with the listening-in public before the time comes when no more time is available?

*Through W O R's membership in the
Columbia Broadcasting system you
may, if you wish, tie in with fifteen
other stations for national coverage.*

W O R

STANLEY V. GIBSON

Manager, Commercial Department

28 West 44th Street, NEW YORK

Dallas, Destiny and Dotted Lines

THE boy who once thought of Texas as a place to hunt Indians has grown up into the man who sees it as the happiest of hunting grounds for business.

* * *

In fifteen years the cities of Texas have doubled in size. The highways of Texas have flung their hard-surfaced miles into the fruitful places. Now and again the farm income has slipped above a billion dollars a year. Texas has found oil.

* * *

But things have only begun to move in the greatest State. In Dallas—the metropolitan center of the state's wealthiest area—\$29,000,000 has been voted for such a program of city and county development as few young

cities ever attempted before.

We're just beginning to spend this money. Things are beginning to buzz with a new high note.

* * *

We're all fueled up and under way. We'd like mighty well to have more of you join us.

Young men in Pullman cars, older men at directors' tables — don't stop with merely keeping your eye on Dallas! Put your money on her too.

* * *

The Dallas News is the one big national advertising medium of the Texas market. Always has been.

Two-paper advertisers buy The Journal at a combination rate which gives maximum coverage per dollar.

The Dallas Morning News The Dallas Journal

How to Sell a Hard-to-Explain Product

The Best Explanation Is Very Often a Demonstration

By Richard W. Fox

Manager, Relief Products Company

IN almost every industry there are companies that are trying to sell hard-to-explain products. Their principal difficulties generally are due to one of two things—lack of proper explanation to the proper parties or the proper explanation to improper parties. Any commodity, or service, that contains honest value can be explained in some way. It is when all prospective buyers are grouped into one class as to mentality and experience, and a cut-and-dried sales plan is offered to all, that the belief is created that certain products, or services, are hard to sell.

Long before the letters Duco meant anything but the initials of the duPont company, the writer represented the Spray Engineering Company, of Boston, Mass., manufacturer of cooling pond equipment, air-washers and paint sprays, for a Birmingham sales agency.

Then, ten years ago, paint sprays were as new as 200 mile per hour speed records.

Keen for the item, the writer had some first-class cards printed by a printer who had space in a 10-cent store, giving the name of the company and the fact that the company made paint sprays.

Several calls were made on local industries that netted several interviews—but no orders. Purchasing agent after purchasing agent refused to be convinced that this new painting device was anything more than an elaborated white-washing machine. The fact that it required an air line, instead of a hand pump, meant nothing more than added grief to the P. A.

A new plan of attack was formulated. This was decided on because in previous calls the representative never got to page three of the thirty-page, beautifully illus-

trated, full-of-testimonials, catalog. He never got close to a demonstration, much less made one. They simply couldn't see it—for real painting.

In the new plan a smaller tank was made, holding two gallons, built by a local boiler maker, that could be carried in the hand. This time it was different.

With the machine sitting on a P. A.'s desk a great many objections were overcome but several reasons were advanced why it wasn't practical, by these chaps who had never handled a brush and who thought lead and oil were used only for pencils and sardines and that cubic feet per minute was a construction term.

A CARD THAT TOLD NOTHING

Then another plan was devised to get around the order men. The beautiful, previously used cards were scrapped and new ones printed. Instead of the card telling everything, it told . . . nothing. Only the representative's name and the words "Surface Engineering" with the town and State of the manufacturer.

Two unsolicited places were left in Birmingham. One twelve miles out that required 36 cents carfare and the other a 10-cent ride, both ways. The "other" was selected. It was strictly a commission proposition.

As the term "in conference" had not penetrated, in those days, beyond Atlanta, the representative was ushered in by the bookkeeper, who served as "secretary."

"I'm collecting data for our company and will appreciate your giving me some information," was the opening to the man in charge of "see you on your next trips." "What is the density of the moisture in your airlines? How many

cubic feet of pressure, at 80 pounds, will your present compressor deliver, at 200 feet, through quarter-inch hose? What is the R. P. M. stroke and bore of your present compressor?" That was all. It was too much.

"My dear sir," was the reply, "while I could give you this information (yes, he could) sufficiently accurate to apply to ordinary cases I believe you want it more exact for the purpose you explained. Take this card to our master mechanic who will, I'm sure, be glad to give you the information you want." Which was the same as saying "How shall I make the order out?"

Out to the M. M. the representative ran. Yes, ran . . . after he got out of sight of the P. A. Technical data forgotten. If he had received the answers he wouldn't have known what to do with them—or even if they were right. All he knew was that they had compressed air. That was enough.

"That's all right. I don't mind getting my hands dirty to meet the M. M. of this plant. The P. A. sent me out. I've got something good for you. We both know even the laziest man hates to paint. First it's hard on the arm. Second, any painter looks like he's loafing at his best and third a lazy man, painting, looks like a slow-motion picture. Give me twenty minutes, a three-quarter nipple and a gallon of paint . . . and show me the surface I can't cover better than your best man—and faster than any four."

Why go into details? Paint sprays were just as practical then as they are now.

Then the machine was hard to sell because a verbal explanation could not clear away years of experience with supposedly similar outfits that were fine—for fences and things like that requiring white wash, cold-water paint or creosote stains and were used when someone could be hired that was raised on a farm where water was obtained with an up-and-down motion instead of the modern twist of the wrist. An actual demonstration of the unit itself cleared

away all doubt about the matter.

Here's another case of actual demonstration as the only method of selling:

A college boy, in Birmingham, while skimming through a borrowed magazine started reading short cuts to fortune: Wealth without work, headed "Would \$400 a Month Interest You?" and "You Can Do What Jake Blotz Is Doing." One ad, about a new can opener that did away with the leverage principle and substituted a handle that required a few turns, interested him.

C. O. D. OR F. O. B.

He wrote. Beautiful literature was sent him by the company, gratis, with an order for three dozen; 25 per cent cash with order, balance C.O.D. They had confidence in their item . . . but not in agents. Everything was sent out, as the colored boy would say, C.O.D. or F.O.B. (Cash on Delivery or Fetch 'om Back.)

His bigger brother staked him. He started. House to house. The first block netted the information that two children had the measles; that "de missy wen' to town" and that they "were not interested in peddlers." In the next block, one woman was interested but didn't have a can to "prove it on" and anyway "my husband gets paid off Saturday. Come Monday."

In spite of this he believed his coach, at college or was it the Salvation Army? that a man may be down but never out . . . but even the best men get hungry.

He told himself that sardines and crackers would do until he made a couple of sales and then walked into a grocery store—one of those that had whipped chain stores with a few "Good morning's," "Hello's" and a stick of candy to children.

When the grocer handed him his sardines, opened as they had been opened since leverage was discovered, he ate them, with his crackers; washing both down with one of the seven (this was last year) million a day. When he got outside he realized what a perfect chump he had been and walked



**Melvin A.
Traylor**
of
**Chicago
Illinois**

President First Trust & Savings Bank, Chicago
President First National Bank
Director General Electric Co., N. Y.
Director Fairbanks, Morse & Co. (Chicago)
Director U. S. Gypsum Co., Chicago
President Shedd Aquarium Society (Chicago)
President U. S. Golf Association
Director National Broadcasting Co.

**editorial influence
with men of
influence**

AMERICAN BANKERS
Association
JOURNAL

110 East 42d Street

CHICAGO

LOS ANGELES

New York City

**(25,499 net paid A. B. C. reaching 9/10
of the Banking Capital of America)**

back hurriedly into the store.

"Give me another can of those good sardines. Never mind, I'll open them." He clamped the opener to the edge of the counter, turned the handle a couple of times and had to catch the can to keep the sardines from falling to the floor. Smooth and clean was the edge. Anyone could dunk crackers to his heart's content without fear of Gillette edges. "Le'me see that," said the grocer. And they traded. Two dozen 5-cent cans of sardines for one opener. In twenty-four calls that averaged an overhead of one can of sardines per call, he sold thirteen openers. It seemed that the laundry man had delivered just before he called in almost half the houses, which prevented a perfect record.

But the second trip, the following week, resulted in call trade. Before he hit some of the steps going in he was identified and told "Wait till I get the money." Word of mouth. One woman tells a hundred.

Then one more chap found an easy way to sell a hard-to-explain service.

After pulling proofs for a printer he decided with a little more experience he could sell the stuff from which proofs were pulled.

His chance came when the manager's brother who called on the trade with a smile, up to and including the tenth of each month, and with anxiety from the tenth to the twentieth, took sick because he began mixing them one night. The proof-puller chap was sent out to get some copy from a local insurance agent.

When he got there he was just in time to hear one of his firm's competitive salesmen say, "If we don't do the job for 20 per cent less, you can have it free. We don't work from the Franklin printing catalogue. We are not in the clique." The competitor walked out with the copy.

Turning to the chap who had called for the job the agent said, "You heard him. Can you blame me?" "Yes," was the reply.

"You shouldn't. Of course I realize you wanted the job but I've given you plenty of work, without even a quotation, and your firm shouldn't feel bad because I can save a little money."

"It's not that. It's our discovery that after three years you think everybody can do good printing."

"I don't understand," came back the puzzled agent.

"The easiest thing about printing is the actual printing; after the job is made ready. A child can hand feed, after the well is filled, or push the button that starts the automatic jobber."

"But until then, when the actual printing starts, expert, experienced help must be used. Why, I've seen Ben get back an O. K. on a job and call up the man for permission to reset the head in Copper Bold, upper and lower case, instead of italics, upper case, because he thought it would fit better. Look right—if you get what I mean. And invariably it would . . . and remember *after the O. K.*"

"Who was the first man in town to recommend and fight for Cameo Ludlow, for heads on enameled stock, for high jobs? Ben. Blue to you is blue. To Ben it must be a certain make of blue, regardless of the shade."

"Sure we work from the Franklin price list, for an hour of Ben's work is worth more than book price. Another thing, can you ever remember getting a full count from us? Don't get scared. I mean an exact count on an unnumbered job. You generally get 3 to 5 per cent more. Sometimes it's charged. But most times it's free. That's the safety run against his count."

"Since you have favored us with your business you have always gotten what you wanted, when you wanted it . . . better than you could tell us how to do it."

"Get me straight. This other company is good. You'll be satisfied. But when you come to comparing us, do it right. Here's a test. Get this item out of the newspaper. It's quite a story. Send it to them and to us and ask both to reset it. Then send both jobs to anyone you want for an

DuraSheen

SERVICE STATION
Franklin
Motor Cars

The sign of no regrets

The hundreds of satisfied users of DuraSheen porcelain enamel signs have no kicks to register.

They recognize in DuraSheen the standard of all porcelain enamel signs,—unfading colors, permanent lustre; no upkeep required; lasting practically forever.

Porcelain enamel signs are the finest type of colored outdoor signs that are made,—and when you order DuraSheen you are sure of satisfaction.

DuraSheen
Porcelain Enamel Signs
Lifetime Signs

*We'll gladly submit sketch,
sample and quotation*

The
BALTIMORE ENAMEL
and NOVELTY COMPANY

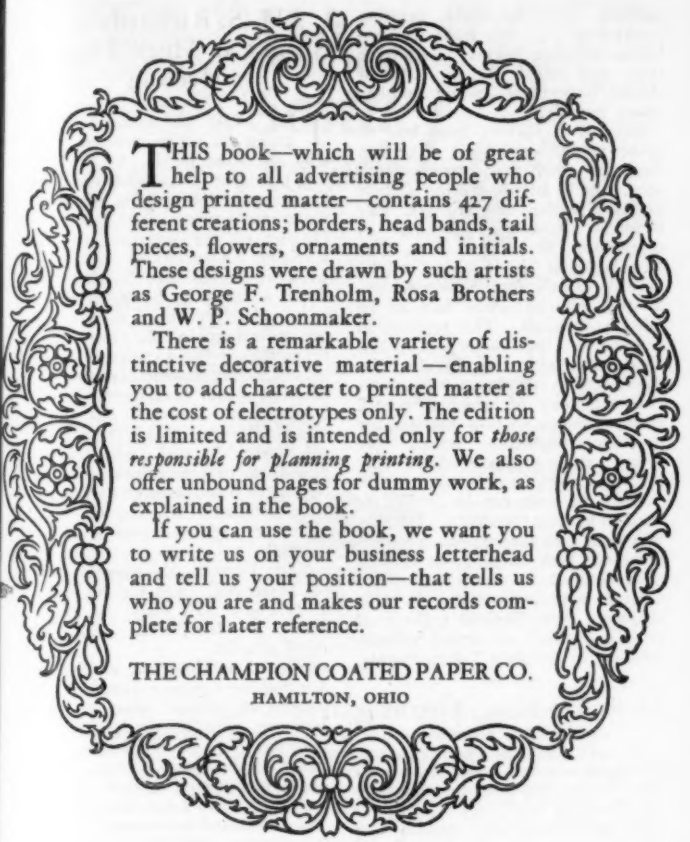
Makers of "DuraSheen" Lifetime Signs

P.O. BOX E-4, BALTIMORE, MD. — 200 FIFTH AVE. NEW YORK



A
NEW BOOK C

Write For It On Your Letterhead



THIS book—which will be of great help to all advertising people who design printed matter—contains 427 different creations; borders, head bands, tail pieces, flowers, ornaments and initials. These designs were drawn by such artists as George F. Trenholm, Rosa Brothers and W. P. Schoonmaker.

There is a remarkable variety of distinctive decorative material—enabling you to add character to printed matter at the cost of electrotypes only. The edition is limited and is intended only for *those responsible for planning printing*. We also offer unbound pages for dummy work, as explained in the book.

If you can use the book, we want you to write us on your business letterhead and tell us your position—that tells us who you are and makes our records complete for later reference.

THE CHAMPION COATED PAPER CO.
HAMILTON, OHIO

A

K COPY FREE

To Those Who Plan Printing

opinion. You are right, printing is printing . . . but what happens before printing begins?" And the copy was called back . . . as it should have been—ending another story, happily.

Because a factory man had to make another town on a certain day, for other than business reasons, can be attributed the failure of Mr. Dealer to sell Mrs. Pay Regular a washing machine. A competitive dealer told Mrs. Pay Regular that the Swishy-Swashy needed oil only once a year whereas the Whirly-Swirly had to be oiled more often. This resulted in a letter to the factory by Mr. Dealer that Mrs. Pay Regular who "answered your beautiful advertisement, copy of which is pasted in my window, is now making her monthly payments across the street" and to please advise why the other machine is better.

Only one rule can be applied to hard-to-explain products. That is, talk your language to one who understands your language or explain your product, or service, to those who do not understand it in their language until they do understand it. If it takes an actual demonstration to "explain," demonstrate.

Curtis Publishing Advertising Revenue Gains

The Curtis Publishing Company, Philadelphia, publisher of *The Saturday Evening Post*, *Ladies' Home Journal* and *Country Gentleman*, in its 1927 annual report, shows an increase of \$4,807,883 in advertising revenue over the preceding year. The total amount of this revenue for 1927, after deducting commissions paid to advertising agencies, was \$62,482,044.

Net income from operations amounted to \$17,273,621, an increase of \$2,038,040 over the earnings of the preceding year. This is the largest income in the history of the company.

Charles F. Meyer, President, Standard Oil of New York

Charles F. Meyer, senior vice-president of the Standard Oil Company of New York, has been elected president. He succeeds Herbert L. Pratt, who is now chairman of the board. Mr. Meyer has been vice-president since 1918. He joined the old Standard Oil organization in 1886, going with the New York company upon its organization in 1911.

H. S. Richardson Speaks at Third District Meeting

THE effect of national advertising on retail merchandising was discussed by H. S. Richardson, president of the Vick Chemical Company, at the opening session of the annual convention of the Third District of the International Advertising Association, held this week at Greensboro, N. C. National advertising, he declared, has so completely changed merchandising practices in the last thirty years that it has to a great extent lessened competition between retail merchants and transferred it to a competition between advertising manufacturers. "This recent development," he said, "may create a new form of competition—that between the manufacturer who advertises nationally and the big chain operator selling non-advertised goods."

"The Farmer—the Biggest Buyer of Them All," was the subject of a talk by Dr. Gus W. Dyer, editor-in-chief, the *Southern Agriculturist*.

Special editions of newspapers are nothing but an excuse for publishers to obtain revenue from someone who cannot refuse, according to S. E. Thomason, publisher of the Tampa, Fla., *Tribune* and Greensboro *Daily Record*.

A newspaper's job, he said, is to sell goods and not insert pieces in its columns about houses or products. Special editions, he declared, tear down customers' confidence.

S. O. Lindeman, Greensboro, was elected chairman of the district; G. Leslie Hall, Norfolk, vice-chairman and A. S. Myers, Greensboro, secretary-treasurer.

P. A. Powers with Thomas and Cook

P. A. Powers, formerly advertising manager of the Benjamin Electric Mfg. Company, Chicago, has joined Thomas and Cook, Inc., Chicago advertising agency, as an account executive. During the last two of his fifteen years at the Benjamin Electric Company, he had charge of electric range sales, in addition to his advertising duties.



When Seattle Reads!

Then!

In 1921, when W. R. Hearst purchased the P-I, the Times led the P-I by 6,432 in daily circulation and 30,983 Sunday. The Star exceeded the P-I 17,235 daily.



Now!

Today the P-I exceeds the Times 3,007 daily and 40,075 Sunday! The P-I exceeds the Star 8,621 daily. That's *Growth!* And this supremacy is continuing stronger than ever, through sheer merit!

The Post-Intelligencer's unmistakable circulation leadership (see figures above) proves that TODAY Seattle is definitely a morning newspaper city. Naturally enough! The highest proportion of owners of radio sets is found out here on the Pacific Coast . . . movies are a Western product, beloved of the West, and we indulge our fondness for bridge clubs, parties and the theater . . . when evening comes we Seattleites are enthusiastic FANS rather than READERS. Seattle reads the morning newspaper — and as a result the P-I's gains in advertising are three and one-half times as great as the next paper. The P-I leads its field in national advertising. Send for valuable data on the Seattle market — and on the Seattle Post-Intelligencer.

Seattle Post-Intelligencer

Seattle's Only Morning Newspaper

—(Net Paid Circulation — Sunday, 160,978; Daily, 96,812)—

W. W. CHEW
285 Madison Avenue
New York

W. H. WILSON
725 Hearst Building
Chicago

A. R. BARTLETT
3-129 General Motors Bldg.
Detroit

T. C. ("TED") HOFFMEYER, 625 Hearst Building, San Francisco



This New A. B. C.

RECOGNIZING the need for a trade-mark to distinguish verified circulations, the Audit Bureau of Circulations has authorized its members to use on their letterheads and in their advertising the new insignia shown above.

Advertisers and advertising agencies know that an A.B.C. audit is the only positive guarantee of accurate, complete circulation figures expressed in standardized and therefore unequivocal terms.

*Why Every A. B. P. Paper
Is a Member of the A. B. C.*

Nearly ten years ago—at the cost of many of its members—The Associated Business Papers, Inc., made membership in the Audit Bureau of Circula-

The ASSOCIATED PAPERS, Inc. 52 Van

Symbol Identifies Members

tions one of the prerequisites to A.B.P. membership. But

An Outstanding Business Paper Is Far More Than a Properly Audited Circulation

It must be a personality, a leader and a creator of business opinion, a champion of newer and better methods, a powerful force for unity and cooperation in its trade or industry.

So, besides presenting an A.B.C. audit, an applicant for A.B.P. membership must prove that it is a power in its field, that it places its obligations to its readers above every other obligation, that it accepts no unworthy advertising and plays no favorites among its advertisers. Finally, it must subscribe to the A.B.P. Standards of Practice, a notable code of publishing ethics as old as the Associated Business Papers, Inc.

BUSINESS

derbilt Ave., New York



Cleveland Circulation is thin When it Reaches Akron

THE Akron Market is not covered by any Cleveland newspaper.

Akron, with its suburbs, lies 35 miles south of Cleveland and is an entirely independent market. By trolley it is one hour and fifteen minutes away and two dollars round trip. By automobile it is from an hour to an hour and a half away and several dollars each time.

The buying public in Akron does not spend half a day or a day going to Cleveland to shop. They get what they want in Akron where they are known and where they earn their money.

That many advertisers realize this already is shown by the gain of the *Beacon Journal* of 440,000 lines in the first three months of 1928 as compared with the first three months of 1927.

To get results in Akron—you must advertise in Akron.

AKRON BEACON JOURNAL

Member of the 100,000 Group of American Cities

[[STORY, BROOKS & FINLEY, Representatives]]
New York Philadelphia
Chicago Los Angeles San Francisco]]

Punctuating the Copy with Pictures

Many Compositions Are Being Sprinkled with the Pepper and Salt of Art

By W. Livingston Larned

IT has been said that one of the reasons for the marked popularity of the motion picture is its adroit mixture of illustrations and text. There is something of the primer method in the basic idea. Something is said and then it is visualized; something else is said, and another picture flashes upon the screen. Interest is sustained for the lazy minds that will do little or no thinking on their own score.







However this may be, advertising appears to have borrowed a leaf from the book of motion pictures. Any number of campaigns employ this method, and do it with unusual cleverness. A line or two of descriptive text, and then an illustration to make it as simple and obvious as possible.

There are many forms, but the most commonly accepted is that of spacing copy liberally, and punctuating every sentence or two with the work of an artist who has mastered the intricate problem of saying a great deal in a very limited idea, and doing it with extreme simplicity as to technique.

For the idea means tiny pictures; mere thumb-nail sketches, as small as one-half inch in width by less than that in depth. Indeed, one of the subtleties of the layout scheme is that of beautifully drawn illustrations of tiny proportions. Moreover, they should not be too "heavy," lest they interfere with the legibility of the type. If there is one objection to these interpre-

tative illustrations, liberally sprinkled throughout type, it is their tendency to complicate readability of the message. They are interruptions, naturally, and, as such, call the eye away from what is being said.

One of the cardinal points of typography sums itself up in this: "Nothing should ever, under any

When you close your
school books  and
take the train  to
camp  you'll need
at least one pair of
comfortable Cantilever
Shoes   

THIS IS THE UPPER PART OF A CANTILEVER ADVERTISEMENT SHOWING HOW SMALL PICTURES CAN LIVEN UP TEXT

circumstances, interfere with the visual progress of type. Pictures should be so placed that they in nowise draw from the advertiser's story."

The picture-punctuation plan might well appear to run counter to this rule, for there are pictures everywhere. A dozen may be employed, now here, now there. It is almost as if, after a piece of copy had been set in type, someone with an urge to illustrate had hap-

COMMON INDUSTRIAL MARKETING

***Some serious thoughts
from a frivolous discussion
of advertising***

Four men were discussing advertising around the bridge table. Their discussion as digested below is substantially accurate.

One diamond (*a publicity director*) . . . "You can have your advertising job. Not for me. Advertising's getting too blamed unpopular with the public."

One spade (*an industrial relations investigator*) . . . "Ed, why don't you and I jack up our jobs, go out as crusaders and help recapture the public's faith in advertising?"

One no-trump (*a McGraw-Hill advertising man*) . . . "What are you fellers and the public slamming anyway, advertising principles or advertising practices?"

Pass (*an Industrial Advertising manager*) . . . "Keep it up, you aren't making me feel bad. Most of this present-day criticism of advertising comes from persons who never see Industrial Advertising and of course know nothing about *real* advertising. If there is one place where advertising must be free of bunk, exaggeration and spurious testimonials it is in the industrial field where it is read by engineering minds first and emotional minds last."

McGRAW-HILL

New York

Chicago

Cleveland

St. Louis Philadelphia

INDUSTRIAL AND ADVERTISING PROBLEMS

No. 24 of a series of advertisements conceived to help the advertising profession make more effective use of Industrial Advertising.

The news, editorial and advertising pages of *Printers' Ink* and *Advertising & Selling* reflect the serious attention being given the subject discussed more or less lightly on page opposite.

Industrial Advertising suffers, of course, with all advertising when advertising is under fire. Yet, by and large, Industrial Advertising copy has followed the sound principles of appeal described on pages 51 to 68 of the McGraw-Hill study, *Industrial Marketing at Work*.

Does not the concluding viewpoint on the opposite page suggest that earnest minded advertising men can help *all* advertising by studying Industrial Advertising . . . its use of restraint, facts, tests, logic and bonafide testimonials as opposed to "blue sky?"

LITERATURE PUBLICATIONS

Philadelphia

San Francisco

London

pened along and sprinkled the type with little pictures.

One of the very first books ever printed for children, and now in the archives of a famous library, was handled in its entirety in this manner. The moment the story permitted of an illustration, one was injected adjacent to the word or the several words inspiring it.

There can be a greater diversity to the plan, however, than might at first appear. Those advertisers who believe in exceedingly brief copy set their messages in large display type, and so space the lines that there is ample room for pictorial punctuation "remarks." It is surprising how effective such displays can be. They are, unquestionably, a relief from the more conventional manner of constructing an advertisement, and are particularly appropriate for newspaper campaigns.

Single phrases, meaty with meaning and sales logic, are logically animated by the tiny picture method. And where there is an explanation to make, say of a process, no better scheme could possibly be found. The various movements are illustrated as the reader hears about them.

An effective large-space advertisement for the New York Central Lines undertook to describe seven different pleasure resorts, and there were brief descriptions of them. Dropped into these phrases were little pictures in pen and ink, of a decorative character, and not more than one-half inch in width.





It was possible to visualize, as the advertisement was read, the main characteristics of each locality, from the tumbling falls of Niagara to the giant redwoods of California. No single illustration

could have so admirably reflected so many different atmospheres. Nor was there any display confusion.

Where a single long sentence runs its large-type course, occupying the lion's share of space, it is only necessary to place the little pictures wisely in order that one may not "collide" with another. Spacing them is, of course, an important consideration and this means writing the text in such a

\$5.00 TO BOSTON

SPLENDID STEAMERS—SPLENDID SERVICE

 Spring is knocking at
your door.  Give it a
chance to come in
by gladdening  your
heart with a delight
ful and restful trip on
 the Fall River Line.

NOT A SINGLE RUNNING WATER IN ALL STATISTICS

Leave New York, N. Y., (Fallon St.) Daily 5:30 P. M. Automobiles Carried

Tickets at Pier or Consolidated Ticket Offices.

FALL RIVER LINE

THE SMALL PICTURE PLAN IS ESPECIALLY ADAPTABLE TO
NEWSPAPER ADVERTISING

way that the artist will not be called upon to place the pictures in too close juxtaposition.

The effect is one of all-over visual interest. The pepper and salt of art are sprinkled throughout the composition. Words appear to be rejuvenated and brought to life. There could scarcely be a more effective plan whereby text and picture work in double harness sympathetically.

It has been said that where one large picture occupies an aloof position and the text is separated from it, the illustration actually

draws attention away from what is being said. This can't take place in picture - punctuated layouts. They are inseparable, all the while. They are the raisins in the type pudding, as it were.

The Consolidated Gas Company, using newspaper space, illustrates the neatness with which art can

be made to work hand in hand with text. An advertisement is hand-lettered, starting off with an initial "A" and a sketch of a flurry of fire. The complete copy reads: "A tiny gas flame and a little water (drops of water injected at this point) are all you need to make ice (picture of a glass of lemonade and cubes of ice) in the silent Electrolux-Servel Refrigerator" (a sketch of the refrigerator in single outline.)

Visually, on the newspaper page, such layouts as this certainly are compelling and distinctive. Perhaps this is due to the fact that they are such a radical departure from the conventional type of advertising display, where the illustration occupies top position followed by typography.

A Sunshine Biscuit composition tells of the numerous adventures in the life of a baby for one day. Fifteen delicately drawn outline sketches of babies in as many moods are sprinkled through the typography, yet they have been keyed in such an unaggressive

technique that they never once interrupt the flow of thought as the message is read. How that advertisement does tingle with youth and life and spirited animation, and how refreshingly "different" it is!

In a page devoted to the Elco Cruiser, the copy is written in a

pictorial vein to make logical room for punctuating illustrations. This is true from the start-off: "You'll drop all cares, as you lift the anchor." Tiny pictures, in this brief sentence, of the anchor being dropped, and then of suggested rippling waves. From this headline, on, the advertisement is breezy with pictures in miniature, so small that they take up scarcely more room than a word. The text reads:

One of these mornings you will wake up with a sudden distaste for hurrying crowds, and the office, and dusty, sun-baked streets. And you'll start longing for a breath of salt sea air, for a chance to get away from everything and everybody. When that moment arrives, you might as well give in, for the sea is calling, and it's got you.

A drawing has been made, in line, of the cruiser. It is a remarkable little drawing, too, in that it has been produced by the ar-

tist in an astonishingly few pen strokes. A dozen separate cuts are made one-half inch in width and half that in depth. Frequently, throughout the type, these tiny boats are interrupting notes of a welcome character. They carry

They wear



... On single beds ... on double beds ... in homes where they are treasured for fineness ... in homes where they are preferred for economy.

and wear



Whether they go through the "family tub", or the laundry, they "come out" firm, fresh and vigorous

and wear



through countless ironings. And because they are *new* from the fabric—not cut—ironing leaves the hem straight and even.

and wear



because of the care used in their making. Their original softness, smoothness, and firmness can't be machined out, or ironed out, and will take a long time to wear out. In all sizes, plain and hemstitched.

UTICA STREAM & MOHAWK VALLEY COTTON MILLS
Columbia Street, Utica, N. Y.

Sent for a free copy of "Sheeted Sheet"—showing both correct and incorrect.

A set of sheets durable for years. Made of pure white cotton, with no dyes or chemicals.



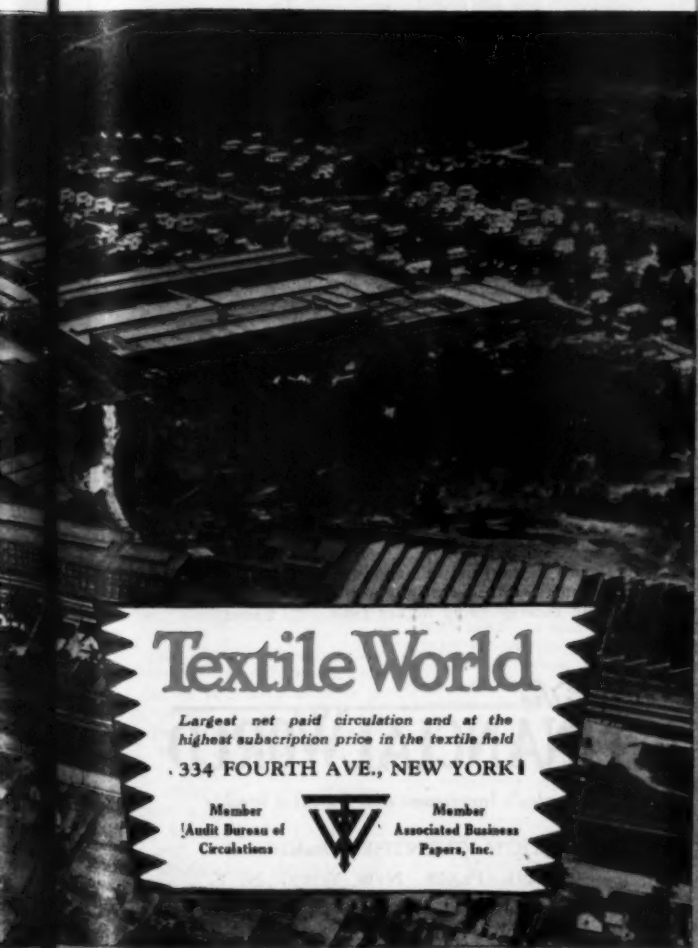
THE PICTURES EMPHASIZE THE WEARING QUALITIES OF THE SHEETS

The APPROACH OBVIOUS



Photo from Ewing Galloway

Into a Giant Industry



Textile World

Largest net paid circulation and at the highest subscription price in the textile field

334 FOURTH AVE., NEW YORK

Member
Audit Bureau of
Circulations



Member
Associated Business
Papers, Inc.

Profound Reader Interest and Confidence



The Financial World, in the past twenty-five years, has built up a reputation for accuracy in reports of general business conditions and individual stock market situations that is reflected in a profound reader interest and confidence.

This faith is registered by the 72.57% renewal (A. B. C.) of mail subscriptions, and by the 7,500 letters received every month by our Confidential Advice Department, requesting guidance in the selection of securities for investment. The amounts mentioned as available for this purpose run from \$1,000 to \$350,000, which is a gauge of the purchasing power of our 46,500 net paid circulation among bankers, brokers, financiers and other successful business and professional men and women.

With this background and purchasing power, your advertisement in The Financial World should be at least as effective as in other mediums with several times the circulation and corresponding higher costs.

10 Points of Advantage

Quality Circulation with Huge Buying Power.

★ Profound Reader interest and Confidence.

7,500 Requests for Investment Guidance Every Month.

Comparatively High Price of \$10.00 per Year.

High Percentage (72.57%) of Subscription Renewals.

700% Gain in Subscriptions in Four Years.

12½% More Coverage without Additional cost.

Proved Responsiveness to Advertising.

Consistent Renewal of Advertising Contracts.

Visibility of Every Advertisement.

The FINANCIAL WORLD

America's Investment and Business Weekly

LOUIS GUENTHER, Publisher

53 PARK PLACE, NEW YORK, N. Y.

Established 1902

Member A. B. C.

you along with them into the spirit of the text.

One of the most effective ginger ale advertisements of recent months punctuated its text with little animated bubbles. They gave zest to cold type and brought a sustained suggestion of life, a sparkling and refreshing beverage. Yet no device could be more simple than this and I do not believe any large picture could have been as unusual and as dramatic. Surely it would have given the display a commonplace appearance. As it was, this composition differed from all others in the magazine in which it was run.

Occupying approximately one-half of the space, a Cantilever shoe advertisement presents a black-face type sentence, as follows: "When you close your school books and take the train to camp you'll need at least one pair of comfortable Cantilever Shoes." On each line of from four to six words there is a miniature picture, executed in an artistic technique; the school books, the speeding train in silhouette, the white tents gleaming against the dark of the pine trees, and, finally, the shoes. It is most pleasing to the eye in every respect.

In a piece of text, devoted to the explanation of many rare articles of food and the countries from which they came, decorative pen sketches followed the reader right on to the last word, punctuating anything the copy man had to say in an interesting and illuminative mood.

The quaintly attired tea picker of Darjeeling in the Himalayas smiled out at you, as you came to that particular paragraph. Next it was the dark-skinned native of Hawaii, gathering raspberries under the beetling brows of volcanoes, a scene in India relating to chutney, a sketch of gathering hearts of palms in the Indian sea islands, and a half dozen other equally fascinating subjects, all compressed into tiny space successfully. For the reader, it meant a delightful expedition, pictorially.

But the punctuating picture idea is perhaps at its very best when

it undertakes to explain, step by step, certain experiments or movements in arriving at a desired objective.

When embedded right in the text, they are all the more acceptable to the reader, who is not asked to refer back to a series of illustrations placed elsewhere in the composition.

O-Cedar advertising, both in magazines and newspapers, has followed the idea with great success. The one-large-picture plan is put aside for a series of small and quite simple descriptive illustrations which follow right in the train of the descriptive text.

One by one, the various methods of cleaning different articles are taken up in a connected serial. Thus, in an advertisement devoted to the cleaning of furniture, we read and assimilate the visual story of the processes, all at an eyeful, in this manner:

"Wet a cloth with water (picture of this operation) wring it dry (and two hands are shown wringing the cloth), pour on O-Cedar polish (the act is illustrated) go over the surface (a hand briskly does this very thing), and polish with a dry cloth (illustration in miniature of the final operation). The entire story is virtually told in skilful pictures which take their logical place in the brief text. Very often this is just where illustrations belong, and not estranged from what is being said.

In a Stewart-Warner institutional advertisement, text and pictures united in this close-knit, and foolproof way to describe the usefulness of seven different products, and did it so happily that all possible questions were answered.

In any event, whatever objection some may raise to the punctuating of text with illustrations, it is something different in physical make-up.

Bragg-Kliesrath Corporation Appoints F. B. Willis

Frank B. Willis has become sales manager of the Bragg-Kliesrath Corporation, Long Island City, N. Y., manufacturer of motor car brakes. He was at one time sales manager of the former Chalmers Motor Car Company, Detroit.

Which Members' Products Shall Be Featured in the Campaign?

The Wallpaper Manufacturers' Association Is Featuring the Papers of Only Five Members, Yet There Is No Jealousy

By Ruth Brindze

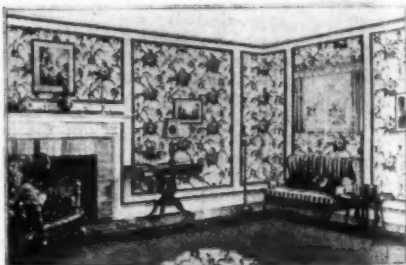
THE Wallpaper Manufacturers' Association is conducting a national campaign illustrating papers made by five of its members. Yet the association is still running smoothly and its twenty-seven members are on speaking terms.

The animosities which wreck co-operative campaigns are entirely absent. And all of this is due not to a state of Utopia, but to a working plan developed by the association. At the joint convention of the manufacturers' and wholesalers' associations held last July, it was agreed that the advertising campaign for 1927-1928 should be based on a group of wallpapers selected from the entire industry. The advertising committee, appointed by the president of the association, was to make the selections.

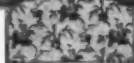
Up to this point, the plan would appear to have many faults. Each manufacturer contributing to the national publicity fund was invited to submit three papers from which one would be selected by the committee, and of these, five would be used as illustrations in national magazine advertising. The other selected papers were to be bound into a booklet which would be featured in the association's advertisements, and distributed free to the public except for a small postage charge.

Still the five manufacturers

whose papers were used as illustrations would seem to be having the advantage, and the other members of the association not getting their money's worth. So a royalty basis was worked out, and besides their regular contribution to the



The Chamberlain shows above is one of the many beautiful designs selected to illustrate Wallpapers.



The Most Beauty at the Least Cost

IN all the decoration of your home there is no single item that adds so much beauty at so little cost. A well-chosen wallpaper gives that touch of individual charm to a room that, without it, might seem too coldly correct.

Selected Wallpapers, carefully chosen by The Service Committee of The Wallpaper Manufacturers' Association, have now been made available for rooms and homes of all types.

As a practical aid in making the right choice, a handsome Portfolio, containing color illustrations of repeated

patterns and actual samples of twenty-five of these beautiful SELECTED WALLPAPERS, will be sent to any homeowner.

These papers are widely distributed so that they should be readily secured through any wallpaper dealer in any part of the country.

The range of price is sufficiently broad so that you may depend upon finding a good wallpaper, giving good style and value for practically any kind of room in any type of home.



Wallpaper Manufacturers' Association
100 Eighth Avenue, New York, N.Y.
Send for your Portfolio of Selected
Wallpapers. It is a book of beautiful illustrations
of the latest designs.

WALLPAPER
MANUFACTURERS' ASSOCIATION
of the United States
100 Eighth Avenue, New York

A SELECTED PATTERN OF ONE WALLPAPER MANUFACTURER IS FEATURED IN EACH ADVERTISEMENT OF THE ASSOCIATION

national advertising campaign, members pay royalties for the added publicity given to their papers. By scaling the royalties according to the amount of publicity, everyone is kept happy. A certain percentage from the sale of the advertised patterns is returned to the national publicity fund, to be used for the advertis-

Ten Thousand Requested!!

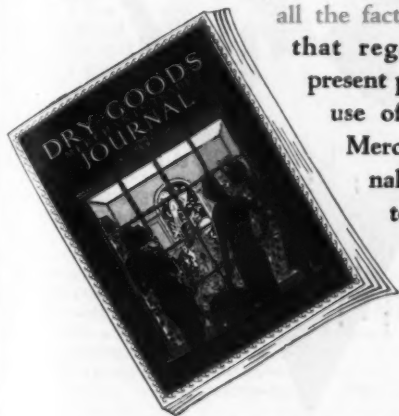
Last year we published a series of articles entitled "Salesmanship From Both Sides of the Counter."

To-date we have sent out, upon request, more than ten thousand extra copies. We have had the entire series reset and reprinted. Although the last article on this subject appeared in August, we are still getting requests for these reprints.

This is just one of a number of facts regarding the Journal which prove its really remarkable editorial and advertising influence.

To any manufacturer selling this field, we say this . . . "if you will give consideration to

all the facts, you will decide that regardless of your present publicity, the right use of the Dry Goods Merchants Trade Journal will enable you to secure profitable business which otherwise will not be yours."



DRY GOODS Merchants Trade JOURNAL

Member of A. B. C.

181 Madison Avenue
New York

DES MOINES
IOWA

1800 Mallers Bldg.
Chicago

An entering wedge into 170,000 American Homes

Line up the Girl Scouts in favor of your product. Sell these 170,000 assistant buyers for the American home. Girl Scouts do much of the family marketing and have intelligent opinions on everything that is used in the home. Their training includes cooking, sewing and house-cleaning. They prepare or assist in the preparation of over a million meals a week. That is why food manufacturers are finding the "American Girl Magazine" a good medium for their advertising.

Dentifrices, tooth brushes, anti-



septics, comfort shoes, anything with a health appeal finds a ready acceptance among Girl Scouts. They are taught to value health and to live cleanly.

The June issue of the "American Girl Magazine" closes April 30th.

Further information about covering the Girl Scout market through this magazine will be gladly furnished by any of the representatives whose names appear in this advertisement.

The American Girl The Magazine for all Girls

Published By THE GIRL SCOUTS, INC.

670 Lexington Avenue, NEW YORK

A. J. FEHRENBACH, Business Manager

PHILADELPHIA

Harry E. Hyde
Phila. Representative
548 Drexel Bldg.

BOSTON

Henry C. Pragoff
New England Rep.
80 Boylston St.

CHICAGO

J. R. Ferris
Western Rep.
537 So. Dearborn St.

PASADENA

Hallett E. Cole
Pacific Coast Rep.
2320 Mar Vista

ing of the entire wallpaper industry.

The name of no individual manufacturer is mentioned in the association's national advertising, but the name of the paper itself is given, thereby definitely identifying it. Each one of the five papers selected to be featured is shown in its original color on the walls of an attractively furnished room. There is also an insert, showing a detail of the design. In the copy, the reader is informed that the particular design is only one of many others which have been selected by the Wallpaper Manufacturers' Association, and that a portfolio containing color illustrations of typical papered rooms and actual samples of twenty-five of the selected papers will be sent on request. This, as you can see, gives the association the opportunity to place before the home owners again the same color illustrations which have been previously used in the magazine advertising.

COST IS FEATURED

Besides featuring the selected papers, the association has stressed the cost problem. In the booklet of twenty-five papers it is pointed out there is a range of prices which is broad enough so that everyone can find a wallpaper of good style and value for every room in every type of house.

Aside from its other advantages, the plan's flexibility has considerable to recommend it. At the start, it was hoped that every member of the association would send samples to the advertising committee to be included in the booklet. As a matter of fact, the response was exceedingly good, and only a few manufacturers decided not to send samples nor to take part in this particular campaign. Efforts were made to induce them to co-operate, but although this was not possible, the association's plans were by no means set awry. There was no necessity to predetermine the number of samples to be included in the booklet, and the twenty-five that have been bound together are adequately representative of the latest styles.

The advertising of these selected

papers marks a distinct change in the publicity campaign which has been carried on by the Wallpaper Manufacturers' Association for the last six years. In previous years the association concerned itself chiefly with increasing the popularity of wallpaper. The use of wallpaper had diminished considerably, and therefore sales had fallen off in a most undesirable way. Evidently something should be done to change the situation, so the manufacturers got together, formed their association, and began to advertise. At first they stressed style and design. Now they are calling attention to particular patterns.

PAST THE POPULARITY BUILDING STAGE

In last year's campaign, photographs of wallpapered rooms were reproduced to show what effects could be achieved with the use of wallpaper. Testimonials from prominent interior decorators were also featured. The association was still building up the popularity of paper. But now it has passed this stage. In an announcement to the trade, at the start of the new campaign, the association said:

"The classes have accepted wallpaper. Its position in the style field is unquestioned. Leading architects and interior decorators give it unqualified endorsement. . . . But this is only the first step in the great opportunity that lies before the wallpaper industry. In the great mass market there is a practically uncultivated field for bigger sales of style wallpapers. . . . Our next job is to sell the masses the use of wallpaper as a style proposition. . . ."

So this year the association has aimed its advertising at the great mass of home owners. A goodly percentage of these people have used wallpaper as a staple for years. Now the association is selling them wallpaper as a new style.

It is the women of the family who must be won over, it was decided, and for several years the association has used the radio to broadcast style information to them. The talks are on the air

during the early afternoon. The names of no manufacturers are given, but every week three or four papers are featured, and the best use of them explained.

But despite the many tie-ups and the wide publicity that has been arranged, the ultimate success of the selected papers' campaign rests upon the co-operation of wholesalers and retailers. For copy used in the national mediums announces that the selected papers are widely distributed and are available at wallpaper dealers in every part of the country.

Originally the campaign had the endorsement of both manufacturers and wholesalers, and the wholesalers pledged their co-operation. Next the retailers had to be reached. Every month, in advertising to the dealers, tie-ups with the national campaign were suggested. Dealer advertisements are built around the current color insertions appearing in the national campaign, and distributed to the retailers at cost.

In this selected wallpaper campaign, the manufacturers have had a double problem. First they have had to sell the idea to the retailer and develop his interest to such a degree that he will sell the paper to the consumer. A goodly percentage of the dealers advertise locally, but the association is continually striving to increase local advertising. One of the most effective of the recent dealer campaigns was built up in the House That Jack Built style. The dealer advertisements consisted of a folder, a newspaper insertion, a window card, and a movie slide.

The folder contained several pictures of wallpapered rooms, and the text emphasized that "wallpaper gives the most beauty at the least cost." A copy of the illustration running in the current magazines in the national campaign was given the place of prominence. The dealer was informed that:

This is the folder that recalled to her mind the magazine advertisement that aroused her interest in the wallpaper that Jill picked to decorate the house that Jack built.

A movie slide of the wallpapered

room then being featured was the next link in the chain. Then there was a newspaper advertisement to remind Jill of the movie slide she had seen in the local moving picture house, which had reminded her of the folder she had received. Finally, there was the window card, which the association has described with a little less tongue twisting than I am capable of:

This is the window card that informed her that this was the store that published the newspaper advertisement, that reminded her of the movie slide, that told her where to see the wallpaper described in the folder that recalled to her mind the magazine advertisement that aroused her interest in the paper that Jill picked to decorate the house that Jack built.

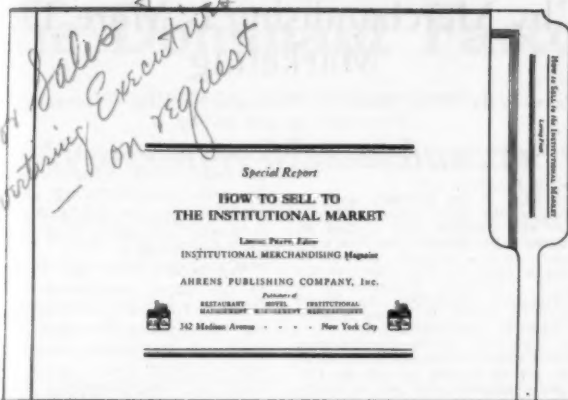
The House that Jack Built advertisement sold not only the one series of dealer advertisements, but the four others which were prepared to tie up with the national campaign of the selected papers.

The advertising of the five selected papers is not dropped, however, after the month in which the insertions appear in the magazines. Various window displays, built around the series of cards showing the selected papers, or around the papers themselves, are planned at the association's headquarters, and then described to dealers. A book on practical advertising for dealers which tells how local advertising can be tied up with the national campaigns, as well as giving other suggestions for window displays, is available to retailers.

Besides the merchandising of the twenty-five selected papers, the Wallpaper Manufacturers' Association is fostering interest in wallpaper by contests held from time to time, and by the development of paper-hanging classes in the vocational schools for the training of apprentices and craftsmen.

The association frequently holds contests for craftsmen, the problem usually being the wallpapering of an odd-shaped room. At intervals, contests for the public are sponsored, and these are also national in scope, although the contests are usually limited to students at vocational schools and to interior decorators.

For Sales & Advertising Executives on request



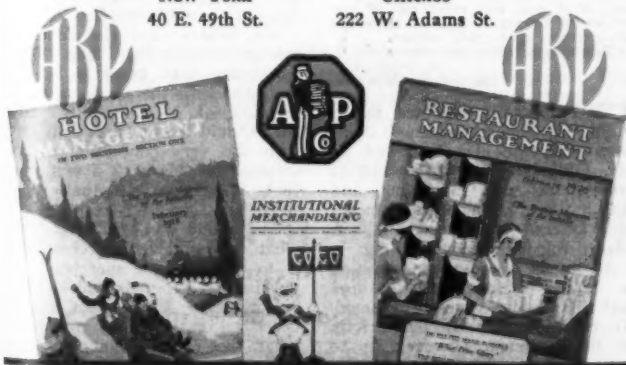
- an analysis of the sales practices covering all classes of products used & consumed by restaurants, hotels, clubs, hospitals, & schools - the group called THE INSTITUTIONAL MARKET.

AHRENS PUBLISHING COMPANY, Inc.

Member of ABP, ABC, NPA

NEW YORK
40 E. 49th St.

CHICAGO
222 W. Adams St.



Why Merchandising Is More Than Marketing

It Takes in the Whole Process of Finding a Need for a Commodity, and Then Making and Selling It

THE ARABOL MANUFACTURING CO.
NEW YORK CITY

Editor of PRINTERS' INK:

Just what is the generally accepted meaning of the term "merchandising"? I raise this question after reading an interesting paper prepared by Henry N. Dennison, in the December Bulletin of the Taylor Society. The subject of the paper is "Scientific Management in Manufacturers' Marketing; In Which a Sharp Distinction Is Drawn between Merchandising and Selling."

Mr. Dennison defines merchandising as "the function (of management) which is, in general terms, to provide that the goods manufactured are of proper quality and in proper varieties, in sufficient quantities and sold at prices best suited to the market." That is the function which the Dennison Manufacturing Company terms "merchandising" but Mr. Dennison states at the very beginning of his paper that there is a complete lack of an accepted definition of the term "merchandising."

I doubt whether most manufacturers will agree with Mr. Dennison's definition. I am under the impression that the term "merchandising" is generally used as synonymous with marketing and that it of course embraces the functions of selling and advertising necessary to marketing. Mr. Dennison, however, holds that the function of merchandising has as much to do with the manufacture of goods as with the marketing of goods and he even maintains that the merchandising man should have his headquarters at the factory.

Since the term "merchandising" is more or less loosely used by every firm or individual who has anything to sell, isn't it about time we reached a clear definition of the term? I will appreciate it if you will refer me to any articles in PRINTERS' INK or elsewhere which touch upon this subject.

THE ARABOL MANUFACTURING CO.,
E. OLDHAM,
Advertising Manager.

THE generally accepted meaning of "merchandising" coincides with the idea advanced by Mr. Oldham. This is that it is synonymous with marketing, and that it therefore includes elements such as research, market analysis, advertising and general selling.

As far as it goes, this definition is correct. Merchandising does take in all the functions named. To confine it wholly and strictly to these things, however, is to have an incomplete conception of what merchandising really is. It

extends much farther. The same as many other things having to do with manufacturing and selling, the term has not been thought through thoroughly by a majority of those using it.

We believe that Mr. Dennison, in the paper mentioned by Mr. Oldham (part of which appears, by the way, in the December 15, 1927 issue of PRINTERS' INK) comes much nearer to a correct statement of merchandising. He is unquestionably right in his thought that merchandising has to do pre-eminently with production. Doubtless, Mr. Dennison would readily accept a statement we have made numerous times in PRINTERS' INK to the general effect that the place for a selling campaign to begin is in the factory. This, of course, is only another way of saying that the process of laying out a marketing plan for a commodity should begin with the creation of that commodity; that the article should be brought out to fill an opening or a demand that market analysis has shown to exist—instead of getting a bright idea that something should be manufactured and then building an advertising and selling campaign that will force it on to the public.

We believe that the definition can go even farther back. Merchandising may properly be said to begin with the production and creation of a commodity. But why should it not be said to start with the very conception of the commodity? Here, as a matter of fact, is where it actually does start.

The best way to understand what is meant by merchandising is to visualize the merchant.

What is a merchant—a real one, that is? A merchant may be described as one who ascertains what the people want and then goes out and gets it on a basis that will enable him to offer it to

The Dominant Factor

in advertising in the trading area of

Worcester, Massachusetts.

The advertising manager of a chain business with headquarters in New York City and a branch in Worcester spent a week in Worcester, surveying this field.

He reported that for all practical purposes Worcester was a one paper town; that all other media including outdoor, direct mail and other newspapers must be considered merely as supplementary to The Telegram-Gazette. And he laid out a proposed year's schedule based on that report.

His was not a new view of the Worcester situation. It was only a confirmation of already recognized facts.

The Telegram-Gazette has 100,156 net paid circulation

The other Worcester paper has 29,600 net paid circulation

The Telegram-Gazette covers 93.5% of the newspaper buying units of the city and 73.8% of the families in the suburban territory.

56,785 net paid circulation in Worcester.

90,087 net paid circulation within 18 miles of the center of Worcester.

97,512 net paid circulation within 25 miles of the center of Worcester.

From the September statement of 1922 to the September statement of 1927, Telegram-Gazette circulation has grown from 72,068 to 100,156, an increase of 28,088 or 38.9%. This is an average increase of 7.79% a year.

Mass production.

One, lower cost coverage.

THE TELEGRAM-GAZETTE

Worcester, Massachusetts

George F. Booth, *Publisher*

PAUL BLOCK, Inc., National Representative

New York Boston Chicago Detroit Philadelphia San Francisco

Advertising is still the Agency's real job

WITH all the talk about "primary markets," "surveys," "charts" and "investigations," *advertising* is still the agency's real job.

Market information is indispensable. Surveys are frequently necessary. Charts are often helpful.

The wise agency uses all... each in its proper proportion and relation. For advertising is an inclusive function. And effective advertising must have a sound basis.

But catch words are intriguing... far pastures look greener. It is well to remember, after all, that *advertising* is the function for which the agency exists.

The Lamport, MacDonald Company is an *advertising* agency—using every modern means—building effective advertising on a sound basis.

We shall be glad to discuss our policy of PERSONAL SERVICE BY PRINCIPALS with any interested advertiser, whose product does not compete directly with those of the clients we serve.



LAMPORT, MACDONALD COMPANY
Advertising • Merchandising
SOUTH BEND, IND.

the people at a price they are willing and able to pay.

Powel Crosley, Jr., head of the radio manufacturing company bearing his name, started in business by making certain accessories for radio sets. Having a commendable ambition to grow, he made an investigation to determine the particular type of radio set that would appeal to the largest number of people. He thought he found it and then began its production. He decided that his greatest prosperity would come if he could offer his merchandise at a certain low price. He started out with his price, therefore, even though it represented a loss at the beginning. He could look ahead for a few months and see where the cumulative effect of his advertising program would bring in enough volume to make him a satisfactory profit at that figure.

His plans worked out to perfection.

This is merchandising.

A buyer for the F. W. Woolworth Company wanted a little toy iron wagon to sell at a dime, which cost the manufacturer much more than a dime to produce. The buyer offered a factory an order for 5,000 gross. This took care of the volume angle and, through the natural working of the law of volume, brought the production cost almost low enough to let the item into the dime selling class at a profit. Almost, but not quite. After a careful study of the figures, the buyer went through the factory to study production methods. He found a battery of girls painting the wagons with brushes and suggested that, instead of this method, the manufacturer should do the painting by dipping the toys in vats. A single red stripe on the side and a blue stripe on the front were next eliminated. The changes brought the manufacturing cost down to a place where there was sufficient profit both for the manufacturer and the Woolworth organization in selling the item at a dime. The profit on each individual sale was almost a shadow. But the volume of selling supplied by 2,200 stores

brought the net up to a satisfactory figure.

This also is merchandising.

Salesmen for a men's furnishing goods jobber reported to their sales manager that in certain country districts there was a strong demand among retailers for a cap that could be sold for around 79 cents. The cap must be a good one of the lower-price kind that ordinarily would bring \$1 or more at retail. The jobber's merchandise manager took personal charge of a transaction which made the 79-cent cap possible. He conferred with the manufacturer and the two worked out a cap that was an exceptional value for the money. A huge order was given which made volume production possible.

This again is merchandising.

Merchandising is the process of visualizing the need of, or opportunity for, a commodity; then manufacturing or having it manufactured, economically to fit in with the marketing picture whatever it may be; then advertising it to the consumer and the dealer; and finally distributing it and helping the dealer sell it at a profit.—[Ed. PRINTERS' INK.]

New Accounts for Roche Agency

The Diamond T Motor Car Company, manufacturer of motor trucks, the Bowman Dairy Company, dairy products, and Hinckley & Schmitt, Inc., mineral waters, all of Chicago, have appointed the Roche Advertising Company, of that city, to direct their advertising accounts.

A. F. Stearns Joins Buffalo Agency

A. F. Stearns, formerly advertising manager of the Federal Radio Corporation, Buffalo, N. Y., has joined the executive staff of Adams, Hildreth & Davis, Inc., advertising agency, also of Buffalo.

New Accounts for Quinlan Agency

The Alaska Refrigerator Company, Muskegon, Mich., and The Canute Company, Milwaukee, maker of Canute Water, have appointed The Quinlan Company, Chicago advertising agency, to direct their advertising accounts.

Seven Cities Join Voices in Telling the World

Seven Pacific Northwest Cities Find It Is Possible to Submerge Civic Rivalry in a Common Cause

A COMMUNITY advertising project which is attracting considerable interest is that of the Puget Sounders & British Columbians, Associated; not only because of its international aspect, where boundary lines have been eliminated for the good of all, but primarily because the traditional civic jealousy of rival communities has been submerged in a common cause.

Also it is a vindication of mass effort in maximum proportions as against individual attempts of divergent groups to attain the same ends without regard for the common purpose.

The mechanics that brought about harmonious teamwork between seven Pacific Northwest cities with a view of coaxing tourists to their midst is interesting, and may serve as a useful example to cities elsewhere.

Co-operative effort implies a common problem. The climatic and geographic environments of Vancouver and Victoria, British Columbia, and Bellingham, Everett, Seattle, Tacoma and Longview, Wash., contribute toward sharply defining the mutual purpose that prompts teamwork. This section's magnificent forest of Douglas fir, scenic mountains, and lakes and streams filled with trout are worthy of note in this connection, even though this isn't intended as a pretty motor log; for it gave the region exploited a fitting name, significant of the purpose—namely.

"The Evergreen Playground."

Aside from its natural beauty it has a summer climate marked by an absence of excessively high temperature. No one city of the group can boast these things alone—it is a common heritage.

THE EVERGREEN PLAYGROUND



VICTORIA—reflecting the quaint charm of the "Old Country"—yet young and truly Western

VICTORIA—up in British Columbia—old-world charm in a glorious scenic setting. Victoria—the only island city on the Pacific Coast. Victoria—the magic entrance to a thousand miles of Island

There are so many places of interest and beauty in the Broward Playground. Every city borderer enjoys scenic excursions. There's *Islander National Park, Soapstone Park, Flood Creek, Lake Canaan, Miami Gables, Chalkstone Drive, Mt. Baker National Forest, Lake Okechobee, Sandstone National Park, Capstone Canyon, Shady Park, Green Mountain.*

And you can see them all in delightful common comfort. The days are real throughout an almost endless season. The average temperature from May to September is 68 degrees. Humidity here is unknown.

If you go "Back East" this summer, let your ticket agent or make you see why the "Big Orange Playground." From California the through rate by ocean fare and then continued to the same or your direct rail fare line. The official map into the western line is only slightly higher than the Pacific Coast route.

Read coupon codes for hotels. "Two Greenways Pleasuremen." It will help you plan your trip more easily.

Paget Saunders & British Columbians, Associated
TACOMA - SEATTLE - BELLINGHAM
EVERETT - VANCOUVER - VICTORIA
and 200 other cities in the Pacific Northwest

IN THE ADVERTISEMENTS DEVOTED TO THE INDIVIDUAL CITIES, THE REGION AS A WHOLE IS ALSO EMPHASIZED IN THE COPY

and they did the sensible thing—
joined voices in telling the world.

To be sure, each city has special attractions for tourists that might be magnified in importance in the civic mind, but this factor has been carefully considered and handled with a view of avoiding friction. Therein lies a pitfall in such group effort, but it is significant that the Puget Sounders & British Columbians, Associated, has been functioning



MANY who read TOWN & COUNTRY play polo or hunt, but it is *not* a magazine mainly about horses. Most who read play golf—but it is no golf magazine. All who read wear good clothes, enjoy good books and travel, but TOWN & COUNTRY is neither a fashion nor a literary magazine. TOWN & COUNTRY is an intimate chatty magazine of great pictorial charm for a group of people who happen to like the good things in life.

Town & Country
119 West 40th Street, New York

smoothly since 1924 and new cities are being added every year. Last year Everett joined the ranks, and this year Longview has cast its lot with this community advertising project.

The advertising program is not large or expansive. This year's budget totals \$41,000 and is directed to the nearest logical market for tourists—the Southwest, especially California. These regions, joined by a paved highway, and rail and water transportation, are becoming more and more the terminal points of summer migrants. A concerted effort to stimulate this trend seems the logical thing for Pacific Northwest cities.

The results of the effort justifies the undertaking, and have prompted other cities to fall in line. Since this group released its first advertisements exploiting the vacation charms of the Evergreen Playground, tourist travel from the south has increased about 100 per cent. The approximate number of motor cars crossing the California boundary northward is given as follows:

1923.....	20,000
1924.....	28,000
1925.....	34,000
1926.....	37,000
1927.....	42,000

It is assumed that rail and water travelers have increased in number proportionately, indicating that the purposes of this group effort have been satisfactorily achieved.

The organization back of it is simple in the extreme. The association is governed by a board of directors made up of two representatives from each participating city. It is significant that there is no administrative expense, such as rent or salaries, executive direction being furnished by the participating Chambers of Commerce in connection with their own permanent publicity departments. The Seattle Chamber of Commerce is used as a clearing-house of information, Resultantly the entire advertising appropriation is expended in actual exploitation effort, and thus

another source of misunderstanding and friction is removed. No job hunters are allowed to gum up the works. Of every dollar spent 86 cents goes toward buying space, 2 cents is spent in photographs, motion pictures, cuts, etc., 4 cents is required to maintain information bureaus at Yellowstone National Park to divert Eastern tourists northward, 2 cents for postage and stationery, 4 cents for literature and individual letters to those answering advertisements and 2 cents for clerical help and supplies.

The advertisements run from March 1 to August 31. Travel magazines and newspapers are used and in some of the larger cities the advertisements appear as often as every third day.

This year's program includes six large advertisements of a general nature, the rest being devoted equally to the cities participating. However, in all the latter advertisements there is a double play in the same copy—the city's attractions as well as the region as a whole.

Hence, there can be no claim of preference to any community. Another safeguard against internal dissention is the method of raising the advertising fund. Each city contributes on the basis of population, and hence the larger cities provide the lion's share without demanding a proportionate play in the copy. With space and copy apportioned equally among the seven cities, there is no need for a measuring stick, thus eliminating any jockeying around for preferred attention.

Though the advertising to date is confined to Pacific Coast publications, it would seem that the natural outcome of the project will be an extension of the group effort into other fields. As yet, each city executes its own national advertising, but the advantage of the pool arrangement and the harmonious teamwork possible is no longer a matter of doubt.

A fitting complement to the name, "Evergreen Playground," is the slogan used, "Come by



. If you could pick 1,000,000 women
 if you could segregate 1,000,000 women
 if you could sort and control your prospect market
 which million would you choose?
 We chose and picked 1,000,000
 practical women
 the non-fiction type
 the home-body type
 . . . we have the 1,000,000 that you would deliberately choose
 . . . 3 leading national advertisers wanted this type in 1909
 . . . this year 78 are after her
 . . . a million practical women selected for you
 . . . and available through their magazine
 . . . NEEDLECRAFT

NEW YORK BOSTON DETROIT CHICAGO

Announcing

The Appointment of

E. M. BURKE and ASSOCIATES, INC.

As National Representative

EFFECTIVE MAY 1st, 1928

BOSTON EVENING AMERICAN
BOSTON SUNDAY ADVERTISER
DETROIT EVENING TIMES
DETROIT SUNDAY TIMES
ROCHESTER EVENING JOURNAL
ROCHESTER SUNDAY AMERICAN
SYRACUSE EVENING JOURNAL
SYRACUSE SUNDAY AMERICAN
ATLANTA EVENING GEORGIAN
ATLANTA SUNDAY AMERICAN



FRANK KNOX

General Manager
Hearst Newspapers

Rail, Sail and Paved Highway." This is invariably used in a box insert featuring a map of the territory, along with specific information of travel facilities. The copy is no different essentially from other tourist appeals. A booklet, which is sent to inquirers is carefully equalized as to subject matter for each city, as well as the general information offered on the region as a whole. Whenever a reader inquires about a particular city, the coupon or letter is forwarded to that point for reply. Each city is supplied with its own literature to meet this need.

"The campaign, now in its fifth year, has been marked by the utmost good feeling," declared Fred Crone, of Vancouver and president of the Puget Sounders & British Columbians, Associated, "and not one conflicting opinion or discordant note has disturbed the functioning of this group enterprise. One extremely valuable by-product of the campaign has been the friendly co-operation and good-will and new understanding which has grown up between the seven cities all within a 200 mile radius of one central geographical point, all enjoying the same summer climate and attractions and all impressed with the importance of concerted effort to tell the world."

Japan Tea Appropriation Increased

The Japan Tea Promotion Committee has set aside \$137,000 for the advertising of Japan green tea in this country for the fiscal year beginning April 1. This is an increase of \$7,000 over the 1927-28 fund and is \$50,000 over the sum expended during 1926-27. General magazines, women's magazines and farm papers will be used. The discovery of the food element, vitamin C, in the green tea of Japan, and its importance as a health-giving power will be featured in the advertising.

The Chicago office of the J. Walter Thompson Company is directing this campaign.

H. deV. Partridge has joined the advertising staff of the Southam Press, Hamilton, Ont. He was formerly advertising manager of the T. H. Estabrooks Company, St. John, N. B.

New Accounts for Zinn and Meyer

Christman Sons, New York, Christman pianos, have appointed Zinn and Meyer, Inc., New York advertising agency, to direct their general advertising account.

Albert and Charles Boni, Inc., New York, publisher, has also placed its advertising account with this agency.

A. G. Henry with Berger Manufacturing Company

Arthur George Henry has joined the Berger Manufacturing Company, Canton, Ohio, sheet metal products, as assistant advertising manager. For the last year and a half he has been managing editor of the Bedford, Ohio, *Times*.

Food Products Account to Hannah-Crawford

The E. R. Godfrey & Sons Company, Milwaukee, Silver Buckle food products, has appointed Hannah-Crawford, Inc., Milwaukee advertising agency, to direct its advertising account. A newspaper campaign in Wisconsin and adjacent territory is planned.

Joins Heintz, Robertson & Company

K. E. Van Kuran has joined Heintz, Robertson & Company, Los Angeles, advertising, as an account executive. He formerly was a district manager of the Westinghouse Electric & Mfg. Company.

L. C. Glover Leaves Novelty Advertising Company


Louis C. Glover, vice-president and sales manager of The Novelty Advertising Company, Coshocton, Ohio, advertising specialties, has sold his interest in this business to L. W. Leonard, president.

Appointed by Buck's Stove & Range Company

R. A. Shannon has been appointed advertising manager of Buck's Stove & Range Company, St. Louis. He formerly was with the Copper Clad Malleable Range Company, also of St. Louis.

To Represent New Travel Magazine

The Seven Seas, a new monthly magazine devoted to travel, published by the North German Lloyd, New York, has appointed The H. M. Love Organization, New York, as its national advertising representative.



10,000 Chain Systems— 100,000 Stores


Chain Stores last year sold about Five Billion Dollars' worth of merchandise. For the first three months of this year, reports show increases ranging from 6% to 46%.

Conservative estimates indicate a business in excess of Ten Billion Dollars within five years.

Chain Store Review reaches more than 99% of the Buyers, Managers and Executives who directly influence the selection of merchandise that passes through these Chain Stores.

Build your bridges now. Advertise your products in Chain Store Review, the authoritative business publication for Chain Store Buyers, Managers and Executives.

Chain Store Review
Graybar Building
420 Lexington Avenue
New York, N. Y.



More Than One Daughter in This Firm Name

AYRESHIRE BREEDERS' ASSOCIATION
BRANDON, VT.

Editor of PRINTERS' INK:

Your article entitled, "Daughter on Firm Name" which appears on page 90 of your issue of March 29 has prompted me to call your attention to the fact that one of the members of this association carries on his business under the firm name of A. J. Jurgens & Daughters. You will note that the names of the daughters appear on the letterhead and that there is evidence that their activities in the breeding of Ayrshire cattle are carried on in a very business-like manner. Please note that "all mail orders must be satisfactory or full purchase price will be returned."

C. T. CONKLIN,
Secretary.

Philadelphia Utility Advertises Annual Report

The United Gas Improvement Company, Philadelphia, over the signature of its president, used newspaper space in that city to announce the mailing of its forty-sixth annual report. "This announcement," the advertisement stated, "is published to express our appreciation of the support of our patrons and of the public generally, which has been so evident and so helpful." It concluded by thanking the officers and employees of the company for their loyal support in enabling the company to render satisfactory service.

American Chain Buys Wright Manufacturing Company

The American Chain Company, Inc., Bridgeport, Conn., has purchased the business and trade name of the Wright Manufacturing Company, Lisbon, Ohio, manufacturer of chain hoists, trolleys and cranes. No change in policy or sales organization is expected.

Cincinnati Victor Company Appoints Procter & Collier

The Cincinnati Victor Company, Cincinnati, maker of household electric devices and auto accessories, has appointed The Procter & Collier Company, advertising agency of that city, as its advertising counsel. Newspapers will be used in a forthcoming campaign.

Dodge Brothers Report Net Profit Gain

Dodge Brothers, Inc., Detroit, and subsidiaries, report for the quarter ended March 31, 1928, net sales of \$51,386,108. Net profit, after charges and Federal taxes, amounted to \$1,981,552, against \$1,545,348 in the first quarter of 1927.



INDIVIDUALIZE

Distinctive electric signs, individually yours, develop dealer sales—make possible for you a greater local distribution of your product.

When national media have told the merits of your product, an individualized electric sign attracts consumer attention to your dealer's store.

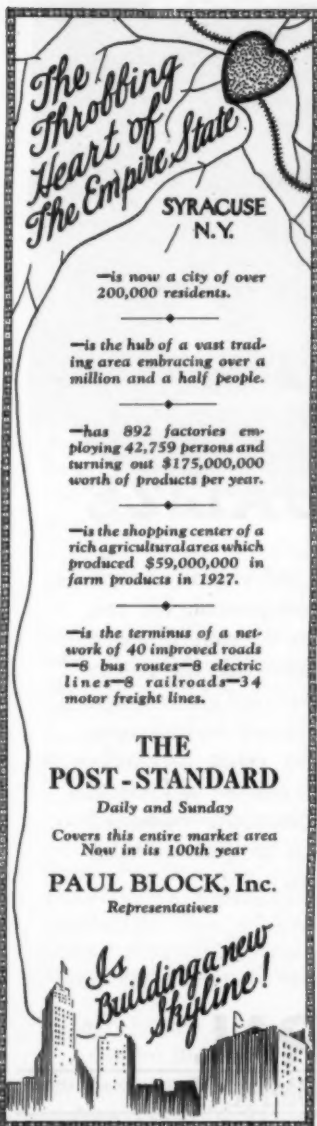
The success enjoyed by other nationally known advertisers through the use of Federal Electric dealer signs—porcelain enameled—points the way for you to greater, more profitable sales distribution.



FEDERAL

ELECTRIC COMPANY

8700 SOUTH STATE STREET
CHICAGO



The Throbbing Heart of The Empire State

SYRACUSE
N.Y.

- is now a city of over 200,000 residents.
- is the hub of a vast trading area embracing over a million and a half people.
- has 892 factories employing 42,759 persons and turning out \$175,000,000 worth of products per year.
- is the shopping center of a rich agricultural area which produced \$59,000,000 in farm products in 1927.
- is the terminus of a network of 40 improved roads—8 bus routes—8 electric lines—8 railroads—34 motor freight lines.

THE POST-STANDARD
Daily and Sunday
Covers this entire market area
Now in its 100th year
PAUL BLOCK, Inc.
Representatives

Is Building a new Skyline!

Associated Press Honors Adolph S. Ochs

The board of directors and officers of the Associated Press gave a dinner to Adolph S. Ochs, publisher of the *New York Times* and *Chattanooga Times*, on April 18, at New York in honor of his completion of fifty years as a publisher. Mr. Ochs has been a director of the Associated Press since 1905, having previously been a charter director and treasurer.

E. B. Duncan to Join Boston Radio Service

Elbert B. Duncan has been appointed manager of Knickerbocker Attractions, Inc., Boston radio entertainment service, effective May 1. The name of this company will be changed to Knickerbocker Service, Inc. Mr. Duncan has been with the Boston office of Albert Frank & Company, advertising agency.

C. L. Bollinger Returns to Mason Tire & Rubber

C. L. Bollinger has been appointed manager of the advertising and sales department of the Mason Tire & Rubber Company, Kent, Ohio. He was formerly associated with this company but for the last three years has been in business for himself.

J. R. Cotton to Represent "Management" in the East

John R. Cotton, vice-president of the H. P. Gould Company, Chicago, publisher of *Management*, has moved to New York where he has opened headquarters as Eastern representative of that publication.

New Account for Edwards, Ewing & Jones

The Speakman Company, Wilmington, Del., manufacturer of showers and plumbing fixtures, has appointed Edwards, Ewing & Jones, Inc., advertising agency, to direct its advertising and merchandising account.

T. J. J. Burke Joins Bauerlein Agency

Thomas J. J. Burke has joined Bauerlein, Incorporated, New Orleans advertising agency, as art director. He was formerly with the Fitzgerald Advertising Agency, Inc., also of that city, in a similar capacity.

T. E. Moser Made Bank Director

Theodore E. Moser, of Moser & Cotins, Utica, N. Y., advertising agency, has been elected a director of the First Bank & Trust Company of Utica.



Individual opinion, as the foundation for an advertising program, is never so safe as an adequate survey of facts. Ten million women, yearly discussing household problems with one of our clients, gives us a mass of exact knowledge about the American home which might be applied advantageously to your business.

THE MANTERNACH COMPANY
Advertising

The Manternach Building - 55 Allyn Street
HARTFORD, CONNECTICUT

NATIONAL ADVERTISERS SHOULD KNOW—

**THE GUGLER
LITHOGRAPHIC
COMPANY
MILWAUKEE**

SINCE 1878

THE LETTERHEAD HOUSE OF AMERICA
Lithographed - Printed - Embossed

The Business Paper, Industry's Group Mind

Industrial progress has been speeded up in this country because business men have been willing to pool their ideas with competitors

IT has been well proved that the individual gets much more than he gives to the common store. Give and take pays. The quickest way to reach the right solution of a given problem is to get many minds working on it.

The group mind of industry functions best through the business paper. From many brains the editors collect diverse ideas, which they sift, assemble and organize, returning them to industry in the most usable form.

An industry advances in direct proportion to the use it makes of the business paper. More and more are men in industry recognizing the value of this foremost medium of collective effort. They have found that in both its advertising and editorial pages it enables all to contribute to and to partake of the latest, the best conceived and the most useful ideas of their industry.



A great industry demands a great paper.

**The metal trades and The Iron Age—
thinking of one inevitably brings up the other!**



THE IRON AGE, 239 West 39th Street, New York City
Seventy-third Year

Copy Change Improves Quality of Sample Requests

By Rearranging Identical Copy the Sempray Jovenay Company Doubled the Pulling Power of the Same Sized Space

THE Sempray Jovenay Company, Grand Rapids, Mich., found that free coupon returns from its advertising were too large in proportion to the general increase in business obtained from such coupons.

So during the last year it experimented with copy the coupon of which called for 10 cents to cover mailing and packing, with the result that a layout was finally evolved which brings as many legitimate inquiries at 10-cents as the old copy brought weak inquiries on a no-charge basis. The new copy sends samples into better hands, and tests indicate that 1928 advertising, based on the experiments, will bring an increase in business which the former coupon copy did not secure.

According to President Nora M. Husted, the Sempray company had long been using small copy of about twenty-eight lines in thirty to thirty-five women's magazines to advertise its toilet goods to country and city prospects. In the small advertisements was included a coupon offering a seven-day supply of Sempray products at no charge whatsoever.

"Returns were comparatively heavy," Miss Husted says, "but we realized they were not as good as their number might indicate. Frequently, therefore, we checked them closely and found too often that the same people were writing in three or four times within a comparatively short period for our free samples. We watched one case particularly to see what the record of requests would be, and this woman actually sent in ten times for samples.

"Such returns, coming from well defined sections, chiefly rural, to us seemed useless. We believed that too many were from so-called sample seekers and from children.

"We determined, therefore, to change our entire procedure. Our

plan was to use larger space—up to two columns and three-quarters of a page—and to charge for the handling of the free samples. But before jumping into this larger space with 10-cent coupons, we set about a year's testing of copy to see just what type of layout would bring returns when we did embark on a campaign of comparatively large-sized copy with the new coupon. We did not want to go from an absolutely no-cost coupon plan in small space to a 10-cent one in larger space without finding out first if the plan would work."

The Sempray company tried many pieces of copy during its year of experimentation, but three main pieces constituted the major part of the test.

Miss Husted says that the first move was to double space and cut down the list of thirty-five magazines to eight which gave an adequate market for thorough experimenting. In brief, the tests were as follows:

"Our first copy used the word 'free' throughout the copy in large type and, to great extent, with the 10-cent mailing charge carried in the coupon. As we had done in the old copy, we featured the head of a woman using Sempray and we gave this illustration comparatively little space as compared with the space devoted to copy.

WORD "FREE" WAS TONED DOWN

"The second piece, however, presented the girl's head more attractively, its layout being larger and the art work being improved. Together with this change was one in the use of the free offer. The word free itself was toned down in size and type, and stress on the offer was taken from the top of the copy to a box in the middle of the advertisement. The coupon, at the bottom, remained the same with its 'I enclose ten cents for packing and mailing.'

Photo-Gelatine Printing

(Screenless)

For Car Cards,
Window Cards,
Posters,
Book Illustrations,
Post Cards, and
every variety of pic-
torial reproduction.

Single or multi-color.

Prints sheet up to
44 x 64.

Short Runs—

made possible and
profitable by reason of
our low first cost.

Our price for short
edition will probably
be less than your usual
cost for plates.

Let's get acquainted.

Wyanoak Publishing Co.
INC.

136 West 52nd Street
New York, N. Y.

"The third major piece went further. A very modern piece of art work was used. This was larger than the second illustration—almost twice the size—and was considerably more striking to the prospect's eye. And the free offer itself was further compressed to half-column size at the bottom of the copy."

Superficially, the changes from the first piece of copy to the third were slight, but technically they were great. From stressing the free offer, the advertisement now stressed the product and carried the offer along sufficiently prominently to get attention but not so prominently that it dominated the entire piece.

"Our method in trying out these various ideas," explains Miss Husted, "was first to run piece number one in certain magazines checking those in which it pulled and those in which it did not. Then we would try the second piece in the same medium or mediums to check against the first trial. The third piece was later used. If one piece did not pull in any of these magazines whereas the others did, we knew that that piece was not good.

"Actually what happened was that these layouts did pull in varying proportions, *although all carried almost exactly the same copy.*

"The first brought returns large enough to show us that it was entirely possible to get coupons back on the 10-cent basis. Number two, however, pulled only a trifle better. But number three, which had played down the offer comparatively and played up the benefits of the products, doubled returns from the first layout.

"In other words, by rearranging identical copy, we doubled the pulling power of the same size space. And we obtained the same coupon returns at 10 cents—to cover quite a bit of sampling expense aside from the advertising bill—that we got from coupons which called for samples at no cost whatever.

"There also were two other important points. First, this new 10-cent coupon brought inquiries

WICHITA FALLS, TEXAS

Population 58,026

Distributing Center, North Texas

It is cheaper to ship from Wichita Falls, Texas, to 72 counties comprising 918,673 population, than from Dallas, Forth Worth or Oklahoma City, due to lower freight rates.

Railroads radiate in seven directions. Modern highways blanket the territory.

Wichita Falls with 58,026 population, is the sixth largest city in Texas, surpassing Beaumont, Galveston and Waco.

Oil, agriculture and wholesaling combine with splendid retail outlets to produce an exceptional market.

Pre-dated and forced circulation of Forth Worth and Dallas papers provide no adequate coverage.

Wichita Falls is a Key City for major advertising and selling campaigns in North Texas.

National advertisers will gain by developing Wichita Falls distributors for the Wichita Falls wholesale territory.

Send for booklet of preferential freight rates.

Wichita Falls Times and Record News

Evening and Sunday

Morning

A. B. C. Paid Circulation Over 35,000

Line Rate 13c. Flat, Daily and Sunday

Wichita Falls, Texas

National Representatives:

E. Katz Special Advertising Agency

NEW YORK
CHICAGO

DETROIT
ATLANTA

KANSAS CITY
SAN FRANCISCO

E·R·C

EVERETT R. CURRIER, PRES.
CURRIER & HARFORD, LTD.

CONSULTING
TYPOGRAPHER &
STYLIST

*Authoritative guidance in
the selection of type.*

*Typographic rejuvenation
of publications.*

*Advice on typographic style
for new advertising.*

*Dummies for important
books & booklets.*

*Teamwork with leading
artists here & abroad.*

460 W. 34TH ST. NEW YORK
LONGACRE 7858

from more widespread sources. Second, it also brought inquiries from women with a real desire to see what Sempray products are like, first class prospects for ourselves and our dealers as compared to sample seekers."

As a result of the year's experimentation, the Sempray Jovenay Company beginning with April publications expanded advertisement number three into two-column space in more than the original eight test magazines. Color pages will be used in June magazines. There will be no attempt to test these large advertisements, but Miss Husted declares her confidence in their power, based on the tests in smaller size, to outpull the old type free-coupon advertisements and to get samples into better hands on a 10-cent mailing basis.

Charles Francis Honored on His Eightieth Birthday

About 250 friends of Charles Francis, founder and chairman of the board of the Charles Francis Press, New York, attended a dinner on April 19 at the Waldorf-Astoria Hotel in honor of his eightieth birthday. The dinner was tendered by the Charles Francis Press.

Don C. Seitz presided as toastmaster, introducing the following speakers: Dr. John L. Elliot, of the Hudson Guild, New York; George H. Carter, United States Public Printer; Dr. J. Horace McFarland, of Harrisburg, Pa.; C. Frank Crawford, president of Albert B. King & Company, New York; Dr. Christian F. Reisner, of the Broadway Temple, New York, and Major George L. Berry, president of the International Printing Pressmen and Assistants' Union.

Dick Jemison with Machen Agency

Dick Jemison, assistant national advertising manager of the Cleveland News, has joined the Cleveland office of The Edwin A. Machen Company, advertising agency, as an account executive. He was formerly with the United States Advertising Corporation, Toledo, and Williams & Cunningham, Inc., Chicago.

Springfield Agency Appoints S. J. Schwinn

S. J. Schwinn, who recently joined Wm. B. Remington, Inc., Springfield, Mass., advertising agency, has been placed in charge of the service department of that agency.

First In the U.S.
(In Cities of 90,000 or less)

ROTOGRAVURE

1926 Roto Linage...108,780 Lines
1927 Roto Linage...195,748 Lines
GAIN...86,968 Lines

Central Illinois Favorite
"Roto" Section for 9th Year

PEORIA JOURNAL- TRANSCRIPT

Peoria, Ill.

CHAS. H. EDDY CO.

NAT'L REPRESENTATIVES

NEW YORK CHICAGO BOSTON

Newspaper Advertising is *Market* Advertising

IT was the old idea that advertising in a newspaper would cover only the city in which the newspaper is published.

To-day, the well informed advertiser knows that the newspaper serves not only its own city, but a vast outside territory which is tributary to the city itself, and accessible and closely related, principally because of good roads, bus lines and the almost universal ownership of automobiles.

Thus an **ENTIRE MARKET** is covered by newspaper advertising rather than a city alone.

No advertising medium reaches as regularly and as effectively the homes of an individual market as the newspaper.

We are the national advertising representatives of twenty-four progressive and influential newspapers located in seventeen prosperous and responsive markets.

We are at all times prepared—in conjunction with their respective service departments—to provide valuable and useful merchandising service and market reports that will assist the manufacturer of any commodity either in opening up the market or in extending distribution already under way.



THE JOHN BUDD COMPANY
National Advertising Representatives
of Newspapers

New York	Chicago	St. Louis	Atlanta
San Francisco	Los Angeles	Portland	

A market survey costs real money, whether done by amateurs or experts, and even more will be spent on the basis of the results.

Consider well the qualifications of the organization you employ—its experience, integrity, personnel, facilities, bias, or selfish interest. What is *behind* a report is as important as what is in it.

R. O. EASTMAN Incorporated

7016 Euclid Avenue . . . Cleveland
113 West 42nd Street . . . New York

MERCHANDISING and TURNOVER

The methods of buyers today necessitates keen merchandising and practical production plans.

The writer of this advertisement knows how to develop sales and manage production, financing, accounting and advertising so as to get the best results obtainable through co-ordination.

If your business needs stimulation and forceful help the writer will be available about May fifteenth.

Address: X, Box 291
Printers' Ink

Management's Need for Executives

(Continued from page 8)

ous groups in the office and they have made many worth-while contributions. They exert quite an influence upon their fellow-employees and often their course of action is more direct and effective than any the management would care to undertake. But they do not stop here. In more than one instance they have found occasion to question the management on things they thought ill-advised and which affected their status under the extra compensation plan. These efficiency committees, too, have been of material help in bridging the gap between the heads of the business and the routine worker, and in giving the men further down the organization ladder a much better knowledge of the problem of management.

Then going up into a higher executive class we have the manager, sales manager, service manager and credit manager, a local board of directors which, as has been mentioned, we call the house committee. These men have the destiny of their house pretty well in their own hands and their extra compensation, most naturally it seems to me, depends upon the net profits and the rate at which the house earns on its invested capital. The plan, in general, provides that the house must first earn a basic return, such a return as should be paid on the money invested in this type of enterprise. Then such net profits as are over and above this rate are shared with the house committee according to a prescribed formula.

As an example of how our plans work out, take the case of a credit manager. He is a member of the house committee and is, of course, very much concerned to see that his credit policy is such that the house does not lose any inordinate amount of money because of bad debts. Since he is also interested in sales he will not be arbitrary in his credit policy.

This plan, we believe, offers an

adequate incentive to the distributing house executives:

1. To increase their volume of sales and gross profits.
2. To hold operating expenses at the lowest point compatible with satisfactory performance.
3. To enforce a sane credit and collection policy.
4. To keep investments in merchandise, cash, and receivables in proper relation to sales.

The extra compensation that the house committee will earn depends upon all these elements and the management able to maintain the best balance between sales, operating costs, and invested capital will be the one that profits most.

In passing from the field or distributing house to the general offices we have a different problem. We, in the general department, have the responsibility of all of the houses and, as might be expected, our opportunity for increased remuneration lies in the showing which the company as a whole is able to make.

The same urge that impels the distributing house to make a success of its business in its territory is present in the general department. To stimulate the work of the members of the general department we have what we call the general department committee consisting of those heads of departments who may directly affect the growth and earnings of the company. The extra compensation of this committee is computed about as follows:

The net earnings of the company available for interest and dividends are computed, and from this net profit an amount equivalent to 8 per cent of the average investment for the year is deducted. The net profit over and above this deduction is called excess net profit and a fixed per cent of this is set aside for distribution among the members of the general department committee.

Let us illustrate. At the end of the year it figures out that the extra compensation amounts to 25 per cent. We say to the heads of the departments, "We will divide this compensation up by departments. The compensation is 25

MEN'S HATS

Men certainly buy their own hats. Therefore, the hat manufacturer should shoot *straight at Men* in his advertising.

The readers of *THE MAN GROUP* magazines buy about 5,000,000 hats in a year. That's a lot of hats. These men live in towns where the dealers can serve them.

To sell to Men advertise to Men!
Color-power + Man-power = Buying-power.

Ruggles & Brainard, Inc.
The Graybar Building
New York City

The Man Group

THE MAGAZINE
OF BUSINESS

FORBES

NATIONS
BUSINESS

Popular
Science
MONTHLY

Field &
Stream

SCIENTIFIC
AMERICAN

If you want to make some real money, read our ad on pages 130, 131, 132, 133 in *Printers' Ink*, March 22, 1928.

**ADVERTISING
Manager
PRODUCTION
Manager**

AVAILABLE

Former advertising Manager of large Corporation, now Production Manager of 4A agency, wants to make a change.

Experienced enough to do a real job. Young enough and enthusiastic enough to tackle a tough assignment and master it. Married, gentle, prefers New York.

Printers' Ink, Box H-289



SPHINXCOLOR BLOTTERS

10,000-\$35.00

TWO COLORS
RED & BLUE
SIZE 6X3

ALL PURE
BLOTTING
STOCK

LITHOGRAPHED

in red and blue on
five colors of blotting
stock. The most attractive
blotters ever produced.

Mail your copy today or

WRITE FOR SAMPLES

The Sphinx Co.

2961 N. OAKLEY AVE., CHICAGO

TELEPHONE
BUCKINGHAM 6320

a real opportunity

To organizations producing and selling direct-mail, this company offers—on an exclusive and protected territorial basis—foreign creative, production and mailing facilities to supplement present direct-mail activities.

These services are proved and successful; are offered by a firm of twenty-five years' standing, and have immeasurable appeal to specialty shops, department stores and most all makers and sellers of "luxury and style" merchandise.

Imprimerie Vendome

210 SOUTH QUINCE STREET
PHILADELPHIA, PA.

per cent of the salary of the employees in your department." The head of the department awards the extra compensation which in his judgment each man should receive. Of course that man knows, then, that the average will be 25 per cent and if we stuck right to the 25 per cent, each man would get 25 per cent of his salary. But there is a variation in value of the different men, and the head of the department may give one of his men 33⅓ per cent of his salary, another 20 per cent, and so on. We leave it to his judgment—for instance, in the sales department to the vice-president in charge of sales. With his assistant sales managers he goes over the salaries in each department. In the financial, credit and other departments the heads of those departments also form a committee and award the extra compensations.

As stated previously, our plan does not operate until 8 per cent has been earned on the investment in any of our divisions, then the extra compensation is a percentage of that amount over 8 per cent. Our total bonus may run to 25 per cent or 30 per cent of our net profits above the 8 per cent. It is entirely dependent on how well the job has been done, but when special circumstances come up later we make allowances. As an illustration. We operated first as a supply department of the Western Electric Company. Then we incorporated as the Graybar Electric Company. Our compensation plans were continued. But, in getting the new name Graybar accepted by the public we spent approximately \$1,000,000 in advertising, an excess over our usual advertising appropriation.

At that time we told our employees that it was no fault of theirs that a new name had to be put over by the extra advertising investment, so we told them the excess would not be deducted in figuring the extra compensation that year.

Our various plans of compensation which I have outlined have their imperfections. In the last fifteen years we have made many changes in their details, and shall

Small Accounts *WANTED*

It is often said that one of the difficult problems of the advertising-agency business is the small account.

I don't feel that way. Indeed, I've had mighty good luck with a number of small accounts. Out here in my town we don't operate in such a fancy establishment that an advertiser has to spend a barrel of money in order for us to make a profit in helping him.

S. ROLAND HALL, First National Bank Building,
EASTON, PA.

"Shirt Sleeves Service in Advertising, Selling and Business Writing"

Member, American Association of Advertising Agencies



Suite 2600-2616
35 E. Wacker Drive
Chicago



Carroll Dean Murphy, Inc.

**ANNOUNCES its removal
from the 17th Floor, Pure
Oil Building, to enlarged
quarters on the 26th Floor**

A general advertising agency in which owner-principals render a thoroughly responsible professional service to advertisers

UNUSUAL OPPORTUNITY FOR *an* UNUSUAL RETAIL ADVERTISER

One of America's best-known department stores has a vacancy on its advertising staff for a young man

- ... who can write copy that rings of the unusual, yet remains dignified and convincing
- ... who can help others to write the same sort of copy
- ... who has a working knowledge of types and is trained in the preparation of newspaper layouts.

There should be no argument as to your copy ability after we have read your first letter.

Address "U," Box 148, care of Printers' Ink.

Who Sells the Bulk of the Building Material?

Lumber dealers do. The scope of their business is increasing yearly. 35 to 50% of their sales are other than lumber. Good credit.

Write for survey listing items handled.

American Lumberman

Est. 1873 CHICAGO A.B.C.



SURE THEY READ!

You are advertising men! You believe in advertising or else you couldn't sell it. It's the constant impressing of your message that makes people buy what your clients sell. Bring your message before the concentrated group who read this publication!

Member A. B. C.

Kluwanis Magazine

164 W. Jackson Blvd., Chicago
100,000 Business Executives

undoubtedly make other changes in the future. Details change, that is one reason I haven't covered those details more closely. As a general premise I believe the following fundamental ideas are the basis upon which any extra compensation plan should be constructed.

1. That for the company's best interests it is desirable and even necessary for those individuals who are in a position to make a direct contribution to the success of the business to share in that success.

2. That the plan of compensation should include those and only those elements of the business in which the individual may be expected to exercise some control and

3. That the share of compensation should as far as possible be in proportion to the effectiveness of the effort put forth.

Management's greatest need for now and the future is for young men who can be trained to become executives. Most young men with the proper qualifications for becoming executives like to know, when tying up with a big corporation, "What are my chances of getting ahead?" and "How well will I be rewarded if I do?"

Three main things management should be able to offer the sort of young men it wants to hire, train and develop, are a definite road to advancement, an opportunity for self-expression and a plan of extra compensation based upon intelligent effort.

Our plans outlined above, which are always subject to additions, revisions and changes, are the effort we make to furnish the right type of man a chance to work along lines which have been predominant in human nature ever since business began, and which will continue to exist as long as business continues to succeed.

Death of W. B. H. Dowse

William Bradford Homer Dowse, lawyer and manufacturer, died recently at Boston, Mass., at the age of seventy-six. He was president of Reed & Barton, Taunton, Mass., gold and silversmiths; Theodore B. Starr, Inc., New York, jewelers, and the United States Fastener Company, Boston. Mr. Dowse was also treasurer of the Consolidated Fastener Company and a director of the Waltham Watch Company, Waltham, Mass.

Senate Committee Reports on Postal Bill

The Senate Committee on Post Offices in its report to the Senate on the postal rate bill, has made amendments to the bill which call for postal revenue reductions of about \$25,000,000. In the opinion of the Postmaster-General, the House bill reduces revenues by \$13,585,000, which would mean that the total reduction would be nearly \$39,000,000. The Senate Committee restores the 1920 second-class pound rate, which would double the reduction made by the House bill re-establishing the 1921 rate.

The rate on certain printed matter in the third class would be made about eight cents a pound, according to the Senate amendments, which would reduce postal revenue by about \$8,775,000. The House bill would establish a rate of about twelve cents a pound on ordinary third-class matter. Parcel post packages originating on rural routes would also be affected by the Senate Committee amendments.

Additional Speakers for All-Western Mail Convention

Elmer John Roeper, business manager of *Postage and Mailbag*, and Frank L. Pierce, secretary, Direct Mail Advertising Association, Detroit, are two additional speakers who will address the second All-Western Direct Mail convention to be held in May at San Francisco. Mr. Roeper will speak on "The Fundamental Principles of Advertising and Selling by Direct Mail." Mr. Pierce's subject will be "Little Things That May Turn Loss Into Profit in Direct Mail Advertising." The headquarters of the convention will be at the Hotel Whitcomb.

Devoe & Raynolds to Make Peaslee-Gaulbert Products

The Devoe & Raynolds Company, Inc., New York, paint manufacturer, will take over the manufacturing end of the paint, varnish and lacquer business of The Peaslee-Gaulbert Company, Louisville, Ky., effective April 30.

Death of Mrs. Julie A. Duce

Mrs. Julie A. Duce, of the Pearsons-Taft Company, San Francisco, died recently at that city. She was formerly with the Boston sales staff of *The Christian Science Monitor*, until three years ago when she was transferred to the Pacific Coast office of that publication.

F. G. Watson with Keller-Crescent

Frank G. Watson, formerly advertising manager of the Andresen-Ryan Coffee Company, Duluth, Minn., has joined the Keller-Crescent Company, Evansville, Ind., printing.

Business Manager Wants New Connection

in general trade or woman's publication field.

Qualified executive with long experience in efficient economical management — purchasing, manufacture, distribution and direction of personnel.

Consistent record of sales and advertising development.

Available after May 15th.
Eastern location preferred.
Address "Z," Box 293,
Printers' Ink.

An Agency Business Getter

A WELL organized, medium sized New York advertising agency, with complete facilities, full recognition and impressive list of clients, now ready for expansion, seeks man of experience and contacts to get additional accounts. We want a man who is interested in devoting 100% of his time to selling our own prospects or those that he creates, leaving the service job to us. We offer high-type executives, able, sound, industrious, a splendid record for developing accounts and an exceptional agency service. What have you? Address "Q," Box 145, PRINTERS' INK.

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHLAND 6500. President and Secretary, J. I. ROMER, Vice-President, R. W. LAWRENCE, Treasurer, DAVID MARCUS, Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 231 South La Salle Street, GOVE COMPTON, Manager.

Atlanta Office: 87 Walton Street, GEO. M. KOHN, Manager.

St. Louis Office: 915 Olive Street, A. D. MCKINNEY, Manager.

San Francisco Office: 564 Market Street, M. C. MOGHENSEN, Manager.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

JOHN IRVING ROMER, Editor
ROBERT W. PALMER, Managing Editor
ROY DICKINSON, Associate Editor
ALBERT E. HAASE, Associate Editor
BERNARD A. GRIMES, News Editor

EDITORIAL STAFF

C. B. Larrabee	Roland Cole
E. B. Weiss	Andrew M. Howe
H. M. Hitchcock	James C. McGrath
Thomas F. Walsh	Eldridge Peterson
H. W. Marks	Don Masson

Rexford Daniels

A. H. Deute, Special Contributor

Chicago: G. A. Nichols
D. M. Hubbard
Frederic W. Read

London: Thomas Russell

NEW YORK, APRIL 26, 1928

"Gr-r-r" Says the Wholesale Grocer

"No plan of food distribution is sound or permanent which does not, in its last analysis, contemplate the economic and physical welfare of the consumer," said J. H. McLaurin, president of the American Wholesale Grocers' Association, at its thirty-sixth annual convention now in session at Cincinnati.

But what does Mr. McLaurin's association propose to do about it? No wholesale grocer, or any association of wholesale grocers, has yet put forward anything that looks like a constructive program, or, if it has, PRINTERS' INK has yet to hear of it.

If we are asked to say what we mean by a "constructive program," we reply, "a program based on

the principles of modern selling." In other words, the wholesaling function is either necessary in distribution, or it isn't. As with products, so with agencies that make them and distribute them. If they perform a service which the consumer is willing to go on paying for, they justify their existence.

The wholesaler complains that the food manufacturer's advertised brands are "footballs of competition" and are a menace to the independent retail grocer; he advocates "private brands" as the salvation of the wholesale grocery business. While crying out for legislative action against the chain stores, he makes no move either as an individual or an association to adjust himself to the changing conditions under which that consumer whose welfare he professes to have in mind is obliged to live.

It's time the grocery wholesaler stopped growling and went to work, just as the chains, when they started, went to work by offering the consuming public something that looked good enough to patronize. One thing contained in Mr. McLaurin's speech at Cincinnati was the suggestion to members of his association that in territories where too many wholesale grocers are operating, perhaps a merger with reduced operating expenses and increased volume at a profit would help. There might be the germ of a good idea here.

Something constructive is demanded. It would be hard to persuade people that chain stores and manufacturers of known and well-regarded lines of goods are a menace to their welfare. The wholesalers ought to search for a more substantial platform.

Coolidge on Business and Government

Comment has been made in these columns regarding the campaigns that are being conducted by certain industries—notably coal and petroleum—for special license to operate in violation of the anti-trust laws. Although it cannot definitely be said that President Coolidge had these, or any specific industries in mind, there is no

doubt that certain remarks which he made in the course of an address before the Daughters of the American Revolution point very clearly to the fundamental weakness inherent in any effort by industry to secure preferential legislation.

"It is the righteous duty of society to assist the disproportionately weak and afflicted," the President said. "That is the meaning of charity. The same duty requires the protection of the individual against crime and wrongdoing. That is the meaning of security. But the average run of the people must be personally responsible for their own success. Under our institutions they cannot evade this duty by attempting to shift it upon the Government, for they are themselves the Government.

"Our country to some extent tends to depart from these ideals. We are especially prone to call on the National Government to take over our burdens, and with them our freedom. Through regulations and commissions we have given the most arbitrary authority over our actions and our property into the hands of a few men. Some of this has been necessary. But it is a procedure fraught with considerable danger and should only be adopted as a last resort."

The President, in these remarks, emphasizes what is really a peculiar anomaly and that is the spectacle of American industry, which usually is vociferous in its complaints regarding Governmental interference in business, promptly turning to Washington for special legislation when trouble threatens. Nor is this policy in evidence only where big business is concerned. All the way down the manufacturing and distributing line, we see business men seeking special or discriminatory legislation. For example, for several years independent retailers have been energetically striving for State legislation planned to curb the spread of chain stores. In certain States their efforts have been successful—that is, so far as securing enactment of the bills they sponsored is concerned. Whether these bills

will long serve to hold the chains in check is another matter.

However, the immediate effectiveness of these bills, or their lack of it, is not the point we wish to make. Our object, rather, is to emphasize, as did President Coolidge, that "If the people are to remain politically free, they must be economically free. Their only hope in that direction is for them to keep their own business in their own hands." Less attention to legislative halls and more attention to sales territories would undoubtedly be of great benefit to industry as a whole.

Costs, Competition and Control

In view of the fact that cost-accounting systems are only now finding their way into some manufacturing plants, it is not surprising to run head on into a fog of ignorance concerning the subject of selling costs. Many manufacturers have very little specific data on sales costs. There has been little urgent demand for this information until recently.

It must be evident that in the future those advertisers who enjoy more than accidental prosperity will be the ones who know what it costs them to sell, who know when and where they can compete at a profit and who control their distribution through this cost knowledge. Adding a blanket selling cost and a blanket administrative cost to the cost of production does not let the management of a business interpret what is happening. The effects may be plain, but what about the causes? The need is for definite, specific figures for individual markets and for each individual part of the distribution process, if management is to know where it is making money and where it is fighting a losing battle.

Every sales executive knows that the present is an era of small profits. There is little immediate prospect of another era of long profits and inflation. Without looking at the future through jaundiced spectacles, it seems quite fair to point out that when the reaction from the recent years of pros-

perity arrives, only those manufacturers who exercise firm control over selling costs will be able to show even the small profits that business complains of today.

What of advertising's relation to costs, competition and control? Merely to advertise is not enough. Pleasant, readable copy, attractively illustrated and given wide circulation, is not enough. The kind of advertising that is actually going to cut costs and help in controlling marketing must have hooks in it. It must be selective. Adaptability has become a prime essential in any advertising program. Tradition is a fifth wheel.

Getting Back Lost Customers

At a recent meeting of sales executives, one of them said that it was going to be his ambition for the rest of this year to get back on his books at least 60 per cent of the former customers now lost. A careful analysis of the reasons they had strayed away from the fold of active accounts led him to believe that most of them had been lost because of a lack of ideas on the part of the selling force and a lack of close personal contact. He discovered that most of the resale ideas which had been worked out in the home office by analyzing sales objections and discovering ways to meet them, had been used by his salesmen in their natural eagerness to open up new accounts.

A trip into the field to interview some of the lost, strayed and stolen customers convinced him that almost all the good ideas had been handed on to prospects, and old customers had been left largely to shift for themselves. His sales plans for the next few months now contemplate intense concentration upon those customers who have drifted away because they have been neglected. A carefully planned direct-mail campaign and what he calls a contact drive are the first steps in his program.

The direct-mail campaign will offer to do a certain definite, helpful thing for retailers, which is designed to bring them a real profit, and the contact drive con-

templates greeting the lost customers with ideas and not attempting to secure orders for some little time. It is this man's theory that the customer who has strayed away resents being called upon merely to sell him again. First of all, he wants to feel that the firm is taking an interest in him.

The idea of getting back as much as 60 per cent of the former customers now lost seems to be a rather large order, but the method to be used by this one sales manager commends itself as being logical and timely.

New York Art Director's Club Jury Named

Stuart Campbell, chairman of the seventh annual exhibition of advertising art of the Art Director's Club of New York, and chairman of the jury of awards, has appointed the following as members of the jury: Frederick C. Kendall, editor of *Advertising and Selling*; Henry Quinan, art director, *Woman's Home Companion*; Leroy Dudensing, of Dudensing Galleries, New York, and Charles B. Falls and Walter Jack Duncan, illustrators. The jury will judge the eight awards offered at the exhibition.

Governor Calls for Plans to Advertise Ohio

Plans for a permanent State-wide organization to support a "Know Ohio" movement, were made recently at a meeting called by Governor Donahey of representatives of business and civic organizations of the State. The movement is designed to sell Ohio and its activities to the world through newspaper and direct-mail advertising, and other methods.

An executive committee has been appointed to manage the campaign and formulate plans for an "All Ohio Week" during the week of May 21.

Drug Store Chain Appoints L. R. Goldheim

Leroy R. Goldheim, formerly with the advertising staff of the *Baltimore Post*, has been appointed advertising director of the Read Drug & Chemical Company, operating a chain of drug stores in Baltimore and other cities.

Soda Fountain Account to Van Allen Company

The Valerius Corporation, Jefferson, Wis., manufacturer of Ice-O-Matic soda fountains, has appointed The Van Allen Company, Chicago advertising agency, as advertising and merchandising counsel.

—and common sense.

Hanff-Metzger

Incorporated

Advertising

Organized 1913

Paramount Building, Broadway, 43rd and 44th Streets, New York

Advertising Club News

Kansas City Club Holds Exposition

An advertising, selling and merchandising exposition was recently held at Kansas City, Mo., under the auspices of the advertising club and sales managers' association of that city. Numerous local business concerns exhibited their products and services.

Among those who spoke at the exhibition were L. M. Barton, advertising manager of the Chicago *Daily News*; Carl F. G. Meyer, president of the Meyer Drug Company, St. Louis; F. A. Arnold, director of development for the National Broadcasting Company; S. E. Wilkinson, general sales manager of Butler Brothers, Chicago, and H. R. La Towsky merchandising manager of the E. I. du Pont de Nemours Company, Wilmington, Del.

* * *

Heads Executive Committee of Los Angeles Bureau

Harold G. Ferguson, president of the Harold G. Ferguson Corporation, has been appointed by the Advertising Club of Los Angeles to head the executive committee which will re-organize certain departments of the Better Business Bureau of that city. Other members of the committee are: H. E. Woodward, Adolph Sieroty, W. R. Morehouse and Ross Welch.

* * *

Dallas League Leads Community Campaign

The Dallas Advertising League, Dallas, Tex., led all other local clubs in raising money for Industrial Dallas, Inc., an organization which will conduct a campaign to advertise that city. For many years the League has been in favor of the city advertising itself, and was instrumental in putting over the campaign for funds.

* * *

Albion Club and Chamber of Commerce Plan Merger

The Albion Advertising Club, Albion, N. Y., and the Chamber of Commerce of that city are considering merging into a unit which will work out a plan for commercial development of the community. Thomas Heard, Carl Kleindienst and L. S. Hill are the representatives of the club who will formulate the merger plans.

* * *

Hosts to San Francisco Club

About one hundred members of the Advertising Club of San Francisco were guests recently, at a luncheon given by the Advertising Club of Sacramento, Calif. On their return, they stopped at Stockton, Calif., and were entertained at a dinner given by the advertising club of that city.

Columbus Club Starts Membership Drive

The Advertising Club of the Columbus, Ohio, Chamber of Commerce has started a membership contest which will continue through June. The prize-winner will receive entire expenses to the Detroit convention of the International Advertising Association. Each member is given 100 points for every new member he obtains, with fare paid to the convention for all who get over 1,000 points.

* * *

California Agency Association Holds Director's Meeting

The California Association of Advertising Agencies recently held its semi-annual directors' meeting at Del Monte. George A. Cummings, of Oakland, was appointed chairman of the convention committee to formulate plans for the annual convention which will probably be held in that city in October. Atlee F. Hunt, also of Oakland, was appointed to assist Mr. Cummings.

* * *

J. E. Moorhead Advanced by Mountain States Telephone

Joseph E. Moorhead, assistant advertising director of the Mountain States Telephone & Telegraph Company, Denver, has been made publicity manager for the States of Utah and Idaho for that company. He will make his headquarters at Salt Lake City, Utah.

He has resigned as president of the Advertising Club of Denver.

* * *

Pittsburgh Club Holds Advertising Exhibit

The Pittsburgh Advertising Club recently held its first exhibition of advertising planned and executed in that city. Mr. Butler, of the Chatfield & Woods Company, was chairman of the exhibit committee.

* * *

Holds Old Timers Meeting

The Town Criers Club of St. Paul, Minn., recently held an "Old Timers" meeting of members who belonged to the club in 1908. Fred Stutz, advertising manager of the West Publishing Company, presided.

* * *

Pullman Club Elects Officers

Patrick Bresnahan has been elected president of the Advertising Club of Pullman, Wash. Roger Parkinson has been made secretary.

* * *

New Bureau at San Jose

A Better Business Bureau was recently organized at San Jose, Calif., under the auspices of the San Jose Advertising Club.

Changes Awards for 1928

AFTER conferring with Edward W. Bok last week, the Harvard Advertising Award Committee announces several changes in its plans for the 1928 prizes.

The awards for the most effective national merchandising campaign and the most effective local merchandising campaign will be continued as heretofore. But instead of an optional institutional award as well, for both national and local campaigns, only one institutional prize will be given, regardless of whether for national or local advertising.

The award for local campaigns executed in cities of under 100,000, offered for two years in the hope that recognition might be given for work done without the extensive facilities available to the large agencies, is now being discontinued, on the grounds that it has attracted neither any quantity of material nor anything of outstanding merit.

The award for outstanding research in advertising has also been abandoned, as it was found that research work was apparently neither fostered nor stimulated by the awards; that for most research work there is the stimulus of publication and other publicity which makes this award seemingly unnecessary.

The award for the most effective combination of both text and illustration is being abandoned, on the grounds that this prize trespassed somewhat upon the awards given separately in these two fields. The Committee believes that an advertisement most effective in English can be submitted regardless of the auxiliary use of pictorial matter; also that the advertisement having an effective pictorial illustration should not be barred because assisting text may form a part of the layout.

In its place, an individual award is to be offered for the most effective use of display line, in the belief that the display line is a most vital part of the advertise-

ment and yet is not inseparably bound up with the use of text.

An added feature of next year's awards will be the publication in some sort of book form of the winning advertisements, in color, together with the reasons for the selection and other material of interest in connection with the advertisements. In this book the Committee also proposes to give informal recognition to other material, not winners, which shows special merit.

Professor Deane W. Malott, assistant dean of the Graduate School of Business Administration, of Harvard University, discussed these changes in a talk last week before the Advertising Council of Chicago, where the advertisements that won the 1927 Harvard Awards were being displayed. He commented on the meager number of entries sent in from the West and urged Chicago advertising interests to submit a more representative list for the consideration of the Committee in its choosing of the 1928 winners.

S. J. Dunaway with Expello Corporation

S. Judson Dunaway, formerly with the Hooker Electro Chemical Company, New York, in charge of sales of Hooker Lye, has joined The Expello Corporation, Dover, N. H., as vice-president and general manager. The Expello company will manufacture and market, "Expello," a new chemical for killing moths.

Industrial Dallas, Inc., Appoints Southwestern Agency

Industrial Dallas, Inc., an organization conducting a campaign to advertise Dallas, Tex., has appointed the Southwestern Advertising Agency, of that city, to direct its advertising.

Financial Account to Dorrance, Sullivan

Shields & Company, Inc., investment banking, New York, has appointed Dorrance, Sullivan & Company, Inc., New York, as advertising counsel.

Death of O. S. Perrault

O. S. Perrault, secretary and advertising manager of the Imperial Tobacco Company, Montreal, died at that city recently. He was also a director of the company.

The Little Schoolmaster's Classroom

ONE thing has often "teased the Schoolmaster out of thought," as Keats might have said. Here are such monumental achievements as the Holland Tunnel. Work on it began October 12, 1920. It was formally opened to traffic on November 13, 1927. It cost \$48,400,000. It consists of twin tubes under the Hudson River from Canal Street, Manhattan, to Twelfth Street, Jersey City, and it accommodates 46,000 vehicles a day.

For eight years this extremely important piece of work has been under the direction of an engineering organization made up of many trained men selected with great care for unique ability in specialized branches of the work. After the job is completed, when the engineering organization is disbanded, what becomes of this small army of specialists? It may be months, or even years, before they would be able to find such another task as the building of a mile-long tunnel or bridge. In the meantime, where do they find employment, and how?

That advertising in technical and industrial periodicals is regularly used by some of these men to put them in touch with new opportunities is, of course, well known to the Schoolmaster. But the use of co-operative advertising on the part of a group of them, in order to take page-size space and capitalize upon the prestige of the job they have just finished is new.

A recent issue of *Engineering News-Record* contains a page advertisement in which six Holland Tunnel engineers unite in describing the importance of the work they have been employed upon and their qualifications and preferences for future work of a similar nature. The advertisement displays at its top an illustration of the plan and profile of the Holland Tunnel, with the name, "The Holland Tunnel," very boldly displayed across it. Beneath this is

a caption, "Key Men of the Design Staff," and copy explaining that as construction work on the tunnel is completed, the engineering organization is being disbanded, and the men, whose names and qualifications follow, offer their services collectively or individually to any corporation or civic body seeking engineering talent. The lower half of the page is divided into six panels, or boxes, in which the names, education, experience and technical qualifications of each man is set forth. A common address for inquiries is given. Besides the advertisement, which cost each man \$23, a thousand reprints of the advertisement were ordered for mailing to engineering and construction firms.

As an advertising experiment it is, in the Schoolmaster's opinion, striking and enterprising enough to warrant close study and further experiment.

* * *

T. F. Merseles, president of Johns-Manville, Inc., in a recent conversation with the Schoolmaster, expressed the thought that the business executive should devote some careful study to himself as well as to his men. It has been the experience of Mr. Merseles that executives who are expert in developing others, fall short in the matter of personal analysis and therefore are not so successful as they might be, regardless of their unquestioned ability in certain lines.

What does Mr. Merseles mean here by self-analysis?

A few months ago, the Schoolmaster was in the private office of one of the country's foremost automobile manufacturers and was much impressed by that gentleman's eloquent and forceful description of one of the new models just brought out by that company.

"Mr.—," he said to the automobile man, "you have got to the point where I almost believe that



Realtors— *Apartment Builders*

Huge structures housing our best families are being built throughout the country by Realtors—
America's Homebuilders.

The best materials and the latest equipment features are used for the apartments which are rented or sold to a discriminating clientele.

Manufacturers find these orders both large and profitable.

We reach these Realtors. Our definite sales plan is being successfully used by the leading building material manufacturers.

A. B. C.

NATIONAL REAL ESTATE JOURNAL

A. B. P.

Porter-Bede-Langtry Corp., Publishers
139 N. Clark St.

Chicago, Ill.

Wanted—A person of executive ability

with some experience in selling, some knowledge of the advertising and publishing business; ability to write forceful sales letters; capable of calling on busy men; and one who can assume plenty of responsibility in a dignified manner.

An opportunity to become manager of a small but unusually successful and congenial organization, in Philadelphia, is open to the applicant of imagination, ambition, personality and capacity for work. The letter of application must contain detailed business history and all other particulars including salary expected. An interview will depend on how well you can sell yourself in writing; BUT STICK TO THE FACTS.

Address "T," Box 147, Printers' Ink

Agency Invites Advertising Executive

Account Executive, preferably financial, is offered excellent association with strong small Agency, established over 20 years, with first rate copy, art, servicing facilities. Write fully in confidence to W. D. M., Hudson Advertising Company, 149 Broadway, N. Y.

WILL BUY AGENCY

Thoroughly experienced agency man with ample capital will buy whole or part interest in recognized agency or will back aggressive business-getter controlling accounts. "C," Box 296, Printers' Ink.

FELT POSTERS

for advertisers to use in
department store win-
dows and other places
where printed card-
board just won't do.

Samples on
request



Jerome E. Walter
Window Advertising
3 West 14th Street - New York

yours is the only car of its class in all the world that is anything near worth while. I am tempted right now to go out and buy one. If it were physically possible for you individually to form all the contacts with your customers—if you could personally take care of all the selling work you necessarily must delegate to others—practically everybody approached in behalf of your car would buy it; you would have no selling problem."

The manufacturer was pleased with the compliment (who, by the way, is not susceptible to properly spoken words of praise when they are sincerely and truthfully uttered?) and admitted that such was the case.

"Maybe I am not sufficiently modest," he suggested, "but I think myself that I am a rather good salesman."

And he certainly is—one of the best that can be found in a day's journey.

It would seem, this being the case, that the company would be the absolute leader in its field. It isn't; it is large and prominent. But there are at least three companies bringing out cars in the same general classification whose sales are larger.

The reason is that the president of the company, this master salesman we are speaking about, is apparently not content to devote his main effort to the thing he can do so well, but insists on getting into operations of which he knows relatively little. He is dictatorial to his production department in matters relating to engineering design and manufacturing. He has full charge of the financing.

Of course, as head of the company, he has a right—or at least the authority—to originate manufacturing and financial policies. But from a standpoint of expediency he is all wrong. He has made so many mistakes in these two essential particulars that his company has been in serious difficulties two or three times during the last twenty years, his remarkable salesmanship being the only thing that saved it.

Now then, if this manufacturer,



The KELLOGG GROUP

**OF RAILROAD EMPLOYE MAGAZINES
COMPRISING**

Baltimore & Ohio Magazine
Erie Railroad Magazine
Frisco Employes' Magazine
Great Northern Semaphore
Illinois Central Magazine

Louisville & Nashville Magazine
Missouri Pacific Lines Magazine
Norfolk & Western Magazine
New York Central Lines Magazine
Rock Island Magazine
The Pennsylvania News

ANNOUNCING

THE OPENING

OF OUR EASTERN OFFICE AT

**51 EAST FORTY-SECOND STREET
NEW YORK**

IN CHARGE OF

JOSEPH F. BECK

FOR THE PAST TEN YEARS
WITH THE

GARDNER ADVERTISING COMPANY



THE KELLOGG GROUP INC.

418 SOUTH MARKET STREET

CHICAGO



House Organs

Why not send a friendly house organ to your customers? It pays. Some of our users have been mailing out house organs every month for twenty years. Write for a copy of THE WILLIAM FEATHER MAGAZINE.

The William Feather Company
607 Caxton Building : Cleveland, Ohio

AN AGENCY, STORE OR A PUBLICATION

Can secure the services of this very young art director, who is a combination of artist, production and contact man.

He will produce a "page" that will not give evidences of floundering about with type face sizes, paragraph sizes, cut sizes, blank space areas and illustrations.

Address "B," Box 146, Printers' Ink

Here's a Quick Asset for Some New York Agency

Somewhere in New York there is a fair-sized agency with plenty of ability along advertising lines in its personnel, and a business sufficiently well-established to permit all concerned to sleep soundly at night, but needing experience and unusual reputation along merchandising and sales organization lines.

To such an agency this advertiser offers a part-time arrangement affording very obvious advantages in broadening the scope of operations and enhancing the general reputation at a rather nominal cost.

If connection is made with the right sort of organization there may be business involved that would quickly more than offset the retainer fee.

Address "V," Box 149, Printers' Ink

an unquestioned genius in his way, would leave to others the details of manufacturing and financing, he would have plenty of time and energy to devote to the selling. Also he would have something to sell. He and his stockholders would profit accordingly. He doubtless would pursue such a policy if he would stop long enough to think things through and assign himself to the job for which he is best qualified. This would be the self-analysis of which Mr. Merseles spoke about to the Schoolmaster.

* * *

"There are two ways to meet competition," says an advertisement that is resting, at the moment, alongside the Schoolmaster's typewriter. "One way is to reduce prices and to take lower profits; another way is to lower production costs."

After that the copy goes into its dance, as they say in *Variety*, in other words, commences a straight selling talk with which nobody could have any quarrel, and which besides might point too directly, if quoted, at the guilty parties.

But—two ways to meet competition, and both of them wholly negative in character? Tut-tut, and again tut. That we should live to see the day when an advertising man would so advertise his lack of knowledge of his own trade!

What member of the Class will state clearly, in the fewest possible words, the way to meet competi-

A Candy Merchandising Idea to Stimulate Week- End Business

Designed preferably for a hard candy—this idea presupposes thorough dealer distribution for its most effective operation. Your inquiry will not obligate you—but will be accepted as a sincere desire on your part to build an attractive volume of repeat business through a judicious initial expenditure—planned on a per package cost basis.

LE ROY P. WIGHT, INC.
Sales Advertising
11 West 42nd Street
New York, N. Y.

The Bronze Division of

The Gorham Company

Providence, R. I.

Announces that

Ernest Ackerman

Joins us on April 30 as

Manager of Medallie Art Sales

W E PLEDGE every facility Mr.
Ackerman needs to properly serve
American business which can ad-
vantageously use bronze medallie
art as a vehicle for sales, advertis-
ing, or welfare plans in preparation

High class representation in all large
cities will be established rapidly

Your inquiries will have Mr. Ackerman's
personal and prompt attention

production man available

Manager of department in well-known Chicago agency. 6 years experience. Know type, printing, plates. Make "rough" layouts. Have a clear understanding of agency routine and system to keep work moving.

Write "A", Box 294
PRINTERS' INK, 231 South La Salle Street
Chicago, Ill.

NEW YORK REPRESENTATIVE

An advertising man with experience in soliciting for both trade papers and national magazines would like to handle New York representation for publisher. Preferably one who has previously felt it would cost too much. Very reasonable rates. Highest references. Dignified Fifth Avenue office. Dependable, reliable results that build up lineage and make friends rather than one time ads. Write "W," Box 290, Printers' Ink.

ADVERTISING MANAGER

Experienced in selling business paper space, preferably in toilet goods or drug sundries line. Also desirable to have had product selling experience. Only interested in a man who has been making \$5,000. a year or better. Address "B," Box 295, PRINTERS' INK.

GOLFERS

The "tee-to-green" score sheet shows you at a glance how many strokes you took and how you made each drive and approach, also how many putts to hole out. Order now. Enough for 200 holes.

W. J. STEWART
\$1.00 Postpaid 17488 Shaw Street
(Copyright) Lakewood Ohio

tion which this pupil omitted or ignored, but which is worth far more than both of those he did mention, put together?

* * *

Habit might be termed action lulled into insensibility by repetition. That is, the brain no longer operates at its normal rate of speed. Even the business brain, ordinarily supposed to be proof against aphasia lapses, allows habit to dictate at times when it should be under complete control. Another term for such a condition is carelessness.

A member of the Class sends in this classic (no pun) example: A publishing house received a contract for twelve double-page spreads to be run during the coming year. The directions for type, copy, spacing and other minutiae were faithfully and clearly explained. The contract was as it should be. But the *ne plus ultra*, itself in all its vicarious splendor, was this addendum: "Good right-hand page requested."

And this from an advertising agency!

H. W. Brown, Treasurer, "Southern Ruralist"

H. W. Brown, for several years with the Southern Ruralist Company, Atlanta, Ga., publisher of the *Southern Ruralist*, has been elected treasurer to succeed J. B. Stewart, resigned.

Creamery Account for Minneapolis Agency

The Land O' Lakes Creameries, Inc., Minneapolis, has placed its advertising account with the Harrison Guthrie Agency, of that city.

Multigraph Ribbons Re-inked

OUR SUR-TEVO

Send 3 Ribbons
to be Re-inked
at our expense

process costs only \$6.00 a dozen. Try it. A trial order will convince you that it is the best Re-inking you can buy.

W. Scott Ingram, Inc.

57 Murray St., New York City

"GIBBONS knows CANADA"

J. J. GIBBONS Limited, Advertising Agents

Toronto..... Montreal..... Winnipeg..... Vancouver..... Hamilton..... London, Eng.
New York Office 2152 Grandeur Bldg. Thomas L. Briggs, Manager for United States

Pacific Northwest Circulation Managers Meet

J. B. T. Marion, of the Spokane, Wash., *Chronicle*, was re-elected president of the Pacific Northwest Circulation Managers' Association at its annual convention held recently at Vancouver, B. C. Other officers elected were: Murray Clark, Yakima, Wash., *Herald*, vice-president; E. P. Hopwood, Portland, Oreg., *Oregonian*, secretary and Herbert Gates, Vancouver *Sun*, a director.

O. C. Harn, managing director of the Audit Bureau of Circulations, and Mayor L. D. Taylor, of Vancouver, were the principal speakers. Albany, Oreg., was chosen for next year's meeting.

F. A. Alter with "Cement-Mill & Quarry"

F. A. Alter, formerly Western representative of *Rock Products*, Chicago, has joined *Cement-Mill & Quarry*, New York, as advertising manager.

Becomes Advertising Manager of "The American Girl"

A. J. Fehrenbach, business manager of *The American Girl*, New York, in addition, has become advertising manager.

To Owners of Private Printing Plants

It is a very difficult operation to make a private printing plant profitable. Market conditions regulate this largely—but experience established it as a fact. **MANAGEMENT** is the answer.

**An efficient
printing plant executive
is open for a
connection**

This man brings to his work the sound judgment of middle age—the initiative, originality and activity of youth. He has operated large private plants for twenty years—thoroughly familiar with all modern methods of mechanical operation, press-work, composition (machine or manual), electrotyping, pamphlet and case binding, etc. No objection to connection anywhere, but prefers Middle Atlantic States. All correspondence confidential. This man will make his compensation every year in practical operating economies. Address

MAY & DIPPY, INC.
N.E. Cor. 13th and Chestnut Sta.
PHILADELPHIA, PENNA.

A Real Opportunity!

A large nationally known manufacturer is looking for a man experienced in the field of Chain Stores.

The man wanted should be around 30 to 35 years of age and preferably a college graduate. He must possess the ability to train a large organization of Branch Managers and salesmen in the fundamentals of good retail merchandising.

This position offers unusual opportunity for the right man.

If you are interested, answer by letter giving your full experience and education. Please accompany your letter with a good photograph of yourself. Address "Y," Box 292, Printers' Ink.

Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost seventy-five cents a line for each insertion. No order accepted for less than three dollars and seventy-five cents. Cash must accompany order.

First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

Editor with detailed and approved plans for new publication with military slant and open circulation field of 400,000 wants to hear from publisher or others who will help to establish. Box 431, P. I.

ADVERTISING AGENCY

Well established, young and successful, wants to consolidate with another to have larger facilities and profit through combined efforts and greater purchasing power. For particulars, write Box 425, P. I.

DORA LEONHARD VAN ALSTINE

(Agency)
500 Fifth Avenue, New York
LACKAWANNA 4347

Publishing Houses and Advertising Agencies are invited to take advantage of this agency, which is a clearing-house for the specialist of high type and the better job.

OPPORTUNITY FOR FREE-LANCE COMMERCIAL ARTIST

Unusual opportunity afforded by weekly trade paper for commercial artist who, in exchange for small weekly service, will be given advertising space in this publication, which is a medium reaching several thousands of art-work prospects in New York City. Simple ad layouts, lettering, etc. Will not interfere in the slightest with his other work. Box 426, P. I.

HERE'S A REAL SALESMAN

He is in his thirties, an American Christian and has had sixteen years' selling experience in both dealer and industrial fields. He knows how to sell merchandise and his record and earnings will prove it. To any manufacturer seeking a real, on-the-job business-getter, he offers great possibilities. Address Box 447, P. I.

PARTNER WANTED

New York agency, individually owned and well financed, doing \$350,000 business, seeks as partner high-calibered man or agency, with fair amount of actual present business. No capital required. Box 449, Printers' Ink.

MARVELOUS OPPORTUNITY

for young man experienced in publication or advertising, with a few thousand dollars to invest and services, as partner. Box 436, Printers' Ink.

HELP WANTED

YOUNG MAN OR WOMAN with copy-writing and layout experience for recognized agency. State age, education, past experience and salary desired at start. Box 429, Printers' Ink.

SALESMEN—PHOTO-ENGRAVING

Men controlling substantial business, black and white and color process work; salary and commission. Knapp Engraving Co., Inc., 141 E. 25th St., New York City.

If you know fundamentals of advertising, have ability to sell, are serious in wanting to build a business for yourself with an increasingly substantial income, this may be your big opportunity. If you have sold syndicate service, it will be helpful. Unless you are in earnest and think in terms of \$10,000 a year, don't answer. Box 424, Printers' Ink.

PHOTO-ENGRAVING

A salesman of ability, controlling business, seeking to better his present position is offered the opportunity to associate with a progressive photo-engraving plant, fully equipped, operating night and day and having a reputation for quality and service. Liberal salary and commission and bonus arrangement. Box 448, P. I.

ADVERTISING SALESMAN

Wanted, young man with experience trade-journal fields. Make headquarters New York. Must be equipped with self-starter determination good in storms as well as fair weather; opportunity is with firmly established publisher; give age, experience, present connection, earning capacity; confidences respected. Write Box 440, Printers' Ink.

SALES PROMOTION MAN

To personally promote sales for a chain of one-price men's clothing stores; must have ability to train store managers in sales promotion work, also the faculty to prepare sales letters, booklets and originate practical selling plans; **UNUSUAL OPPORTUNITY** for the right man; please write in confidence, giving age, experience, salary expected, and full particulars in first letter. The Martin Gordon Company, 5604 Cedar Avenue, Cleveland, Ohio.

PRODUCTION ASSISTANT—Young woman with initiative and knowledge of printing and paper to assist busy Production Manager. Give full details of age, education, experience, religion, and salary. Box 430, Printers' Ink.

SALESMEN ADVERTISING DISPLAY CASES

Men now selling advertising signs for counter displays preferred. Well established firm. Commission basis. Give experience and territory covered. Box 423, Printers' Ink.

ADVERTISING MANAGERS, purchasing agents, publishers' representatives and advertising solicitors or salesmen in the vicinity of New York who desire to increase their earnings or work towards a more lucrative position with an advertising service company, will find our proposition of interest. No effort or time required or conflict with present work. Give full details of present work. Suite 346, 1 Madison Ave.

ASSISTANT to SALES MANAGER

Sales Manager of large manufacturer requires capable male assistant. Office in New York. Excellent opportunity for advancement. In replying, give your complete business history and salary expected. Your reply will be held confidential. Box 443, Printers' Ink.

POSITIONS WANTED

Young man with three years' newspaper experience desires opening in advertising or publicity field. Single, college education. Now over a year with press association. Box 445, Printers' Ink.

ADVERTISING-SALES PROMOTION
Fifteen years' agency, trade paper, direct mail and departmental experience; wants new connections. Well recommended. Box 435, Printers' Ink.

DESIGNER, Letterer and Layout man, doing good type of work, desires part-time or free-lance arrangement. Box 441, P. I.

ARTIST wants position with Advertising Agency or Press. Experience with art work on many national accounts; figure work and layouts; booklets and dealer advertising. Communicate with Box 438, Printers' Ink, or call Trafalgar 1310.

AUTOMOTIVE ADVERTISING SOLICITOR—Years' successful experience general and automotive national magazines in East and Middle West; also executive and automotive soliciting in metropolitan newspapers. Can prove ability by record and highest references. College technical education. Eastern connection preferred, but not essential. Box 427, P. I.

CERTAIN N. Y. advertisers, agencies and printers save overhead by using part-time services versatile copy writer, 33, on special campaigns, booklets, etc. For interview, proofs, write Box 439, P. I.

A GOOD STENOGRAPHER

who has been secretary to magazine circulation manager, is available for publishing or advertising office. \$30-\$35. Box 450, Printers' Ink.

ADVERTISING-SALES PROMOTION

13 years of advertising and selling qualify me to create a new and profitable sales promotion department or revitalize an old one. Age 36. Married. Box 437, P. I.

SECRETARY-STENOGRAPHER—Now employed in successful New England agency. Accustomed to rapid, difficult dictation and personal responsibility. Six years' experience. Age 25. Box 434, P. I.

ADVERTISING MAN—15 years' experience in Mail-Order, Wholesale and Retail. Knows merchandise. Writes copy that sells. Ideas, Plans, Layouts. Able to take full charge. V. G. S., 4106 Lowell Ave., Chicago.

Advertising Manager—Now employed wants new connection with live manufacturer in Chicago. Forceful copy; layout; manufacturing and agency experience. Young; married; college education. Box 433, Printers' Ink, Chicago Office.

PRODUCTION MAN—age 23, with 7 years' experience—desires position as assistant production manager with agency or advertiser; able to accept responsibility; experienced in purchasing and ordering engraving, electrotyping, composition, artwork, etc. Box 428, P. I.

Advertising Copy and Fashion Writer
Young woman with genuine writing ability; 8 years' experience of utmost value, chiefly in connection with women's apparel and fashions. Last position as advertising manager of exclusive specialty store. Wants position with New York store or agency. Box 442, Printers' Ink.

SALES PROMOTION

Sales promotion man, 35, available. Knows merchandising and selling. Gets results. Interested only in connection with house utilizing promotional work as aggressive factor in business. Might consider part time. Box 444, Printers' Ink.

ADVERTISING MAN—Ten years' full charge advertising dept. highly successful branch national manufacturer covering three states; two years' retail. Know direct mail, periodical, newspaper, outside advertising; sales follow-up. Sincere, convincing copy writer. Episcopalian; married; go anywhere. \$5,000; consider less. Box 446, Printers' Ink.

OPPORTUNITY TO MAKE GOOD

with a reliable advertising agency, by a young man who is willing to start on a moderate salary. I am fascinated with the advertising game and all I am looking for is a start and an opportunity to learn and grow.

R. MELVILLE WAYMAN

First St., Bayside, Long Island, N. Y.

Table of Contents

Management's Need for Executives F. A. KETCHAM, Executive Vice-President, Graybar Electric Company....	3
How Disston Handles the Returned Goods Problem G. W. ECKHARDT, Manager of Sales, Hardware Dept., Henry Disston & Sons, Inc.	10
Postum Plans to Reward Its Most Aggressive Distributors JESSE CALVIN	17
Spilling the Cocoa Beans THOMAS RUSSELL, London (England) Correspondent of PRINTERS' INK..	25
How a Christmas Item Became a Summer Seller	33
Drug Companies' Good-Will.....	41
How Much Does a General Sales Convention Cost!.....	42
The Advertising Background of a Newspaper Convention.....	54
A Guide to the Use of Color REXFORD DANIELS	61
Merchandising Problems of the Investment Trust JOHN F. FOWLER, JR., Secretary, American Trustee Share Corp.....	73
Collection Strategy That Collects H. A. DOHANE, Correspondence Supervisor, Eline's, Inc.....	81
Advertising Is Important Factor in Trade-Mark Disputes.....	89
Meeting the Argument, "We Are Satisfied—Why Change?".....	99
Finding Out What the Trade Thinks of Consumer Advertising JOHN A. LUTZ	105
How to Sell a Hard-to-Explain Product RICHARD W. FOX, Manager, Releef Products Company.....	113
Punctuating the Copy with Pictures W. LIVINGSTON LARNED	125
Which Members' Products Shall Be Featured in the Campaign? RUTH BRINDZE	134
Why Merchandising Is More Than Marketing	140
Seven Cities Join Voices in Telling the World.....	144
Copy Change Improves Quality of Sample Requests	155
Editorials "G-r-r-r." Says the Wholesale Grocer—Coolidge on Business and Government—Costs, Competition and Control—Getting Back Lost Customers.	166
The Little Schoolmaster's Classroom	172

McJunkin Representatives

Mature in years, long in service,
wide of experience, open of mind,
sincere of purpose, principals in
this advertising agency, the repre-
sentatives of McJunkin Advertising
Company individually give to cli-
ents a quality of service which is
akin to insurance of successful
results. Correspondence upon the
part of manufacturers of products
with national possibilities is
especially invited.

McJUNKIN ADVERTISING COMPANY

DOMINANT IDEA ADVERTISING

228 NORTH LA SALLE STREET AT WACKER DRIVE

CHICAGO



"We consider The Tribune the backbone of our advertising effort in the Chicago trading area."

George M. Forman
President

George M. Forman & Company,
Chicago
Investment Bankers

FINANCIAL advertisers during 1927 placed 1,757,583 lines of advertising in The Tribune. This is almost as much lineage as they used in all other Chicago papers combined—more by over a million lines than the second Chicago paper carried!

Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER

March circulation 811,425 daily; 1,167,951 Sunday